

PRINTERS' INK

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VOL. CLVII

NEW YORK, DECEMBER 31, 1931

No. 14

600 Fighting Retailers Boost Profits for This Manufacturer

How Masonite Corporation Built Local Distribution by Centering Efforts on Selected "Key" Retailers—The Company's Advertising Investment Has Been Increased Every Year Since It Began Business Six Years Ago

As Told to D. M. Hubbard

By R. G. Wallace

Director of Sales and Advertising, Masonite Corporation

FREQUENTLY, because the sales and profit curves of the Masonite Corporation have climbed steadily in spite of disheartening business conditions, I am asked to outline the sales policies that underlie our progress. Some people appear to think that we have discovered a short cut to prosperity.

That's not the case.

If we have been unusually successful at a time when business in general has had to readjust its selling and advertising methods, it has not been due to any special brand of wizardry in management methods. We have had excellent merchandise to sell. We have followed common-sense methods in distributing our products. And we have had our full share of good luck, too.

The one basic sales policy to which we have adhered (so far as products for resale are concerned) is that of distributing exclusively through the lumber dealer. We started out and are still with him. He has been ready to adopt our merchandising ideas and recommendations, profiting through them himself and of course helping us to profits. His growth in the future and ours, we believe, are inseparable.

It may help readers of this article if I mention here briefly the

items that the Masonite Corporation produces. They are all essentially building materials. All are fabricated of wood. We began business with an insulating material that we call Masonite. Before long we developed Masonite lath and roof insulation. Then our research men gave us Presdwood, a revolutionary material with an almost unbelievable number of structural and decorative uses. More recently we brought out tempered or much harder Presdwood and Masonite flooring materials.

When we started out with our insulation one of the first moves we made was to cover our area of greatest potential sales to learn where other manufacturers of insulating material had, in the opinion of dealers, fallen short. All that I had to show at the time was a rather imperfect sample of our new product. That trip spreading over several weeks and a lot of geography taught me several valuable lessons.

One was that our product needed to be improved. Another was that our progress would not depend so much on what competition had failed to do as on the positive advantages that we were able to offer.

Still a third lesson learned related to our method of distribution. It

Table of Contents on page 94

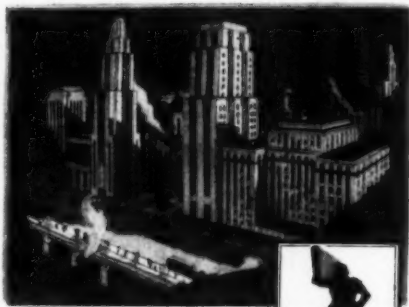
was obvious that we could not expect economically to maintain warehouses and resale men in every section that looked as if it held the promise of a profit for us. For that reason we decided to build an organization of key dealers. We now have a total of about 5,400 lumber dealers who handle Masonite products. Of these approximately 600 are what we call key dealers.

Whether a man is a key dealer or not depends in the first place on the volume of his purchases. The minimum order that we can handle is a quarter carload. It is, therefore, apparent that many lumber dealers are not justified in dealing with us direct, since they want to buy in smaller quantities than one-quarter of a car. The key dealer in their vicinity handles their requirements, a condition that obviously increases the key dealer's sales and makes it possible almost always for him to buy from us in full carloads. Thus we have our key dealers, about 600 in number, who sell at retail and who also sell to smaller lumber merchants in their territories, plus the much larger number of lumber merchants who do not buy from us direct.

A Two-Part Marketing Job

Any sales executive will see instantly that our marketing job splits into two parts: We must advertise Masonite materials in a manner that will inform every possible user of their merits, while making lumber merchants see the need and desirability of stocking them.

Through our salesmen we must contact these dealers regularly, keep them constantly aware of their profit opportunities and build them up to the point where they



PRESWOOD

tempered to super-toughness
means better concrete at lower cost

Highly reliable and uniform, ready floor, finished bridge surface... more and more of these cities are turning to Presdwood for their concrete needs.

The test results of every varied construction job give positive proof that Presdwood is the best concrete material available at a cheaply reduced cost.

Construction engineers, builders, architects... all are turning to Presdwood for their concrete needs.

Presdwood is... tempered to super-toughness... means better concrete at lower cost.

For more information, write to the nearest Presdwood office or to the National Presdwood Corporation, 1000 Broadway, New York, N. Y.

Masonite

EXPERIMENTAL INVENTION • DEVELOPMENT • LITERATURE • DISTRIBUTION • NATIONAL MARKETING

Masonite Has Increased Its Advertising Appropriation Every Year for Six Years

will cash in on those opportunities. We have about sixty-five salesmen for this job. Probably this number will be increased during 1932. Naturally their first task is to sell every product in the Masonite family, although Presdwood is by all odds the largest selling member. It started out as a side issue, but in relation to our other products Presdwood has become the tail that wags the dog.

Next in importance to the actual sale of our products is the salesman's job of teaching the lumber dealer to exert the right kind and amount of selling effort. Experience teaches us that one way of making the lumber dealer a Masonite merchandiser stands out head and shoulders above any of the other things we can do. Figure it out for yourself. Our salesman calls on a dealer, brings him a couple of workable ideas, tries to keep his enthusiasm up to the point where it will accomplish something, tells him what is being done by other lumber merchants



Read the facts... National Presdwood Corporation, 1000 Broadway, New York, N. Y.

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and tries to leave with an order. In short, he aims at doing just as constructive a job as the circumstances permit. But he has many other calls to make, if he is to cover his territory properly, and the amount of time he can spend with any one dealer is limited. Between calls it is only natural that the dealer's interest or enthusiasm should tend to wane and ultimately to find itself diverted to other merchandise. If we could only get hold of the merchant and spend several consecutive days with him it would be possible to educate him with respect to our merchandise and our methods to the point where he would never forget the experience.

It is precisely for that reason that our salesmen aim at getting all our key dealers and as many of the others as possible to have a full-time man in their employ who does nothing but sell Masonite materials. As soon as we have convinced the dealer that there is real money to be made by such a move, we immediately ask him to send this man to our Chicago headquarters for a week's training. We do not pay the man's expenses in such cases, but we do everything possible to train the man so thoroughly that he will go back to his town able to produce more than enough sales to offset the expense.

What the Dealer's Men Are Taught

In that aim we succeed. These men are told everything that it is possible for us to tell them about our products. We lay special emphasis on training them to look for and develop new uses for the whole Masonite line. An entire day is spent on advertising. We explain just why we are advertising, why we are featuring the points that our copy stresses, how to make the most effective use of folders and other dealer helps and how to follow up the inquiries that our advertising produces.

So far events prove that this advertising instruction is extremely profitable to everybody concerned. So, too, are the suggestions that we are able to make as to new

uses and where to look for them. It is not going too far to say that (1) getting the dealer to assign a full-time man to Masonite products promotion and (2) letting us have that man for a week's home-office instruction have been the largest single factor in our efforts to build up an organization of key dealers.

Let me interpolate here a word or two more about our advertising. We have advertised nationally ever since we began business about six years ago.

Sales and Profits Have Climbed with Advertising

Our advertising investment has increased every year since we began. Every now and again I hear advertisers complain that although they are thoroughly sold on advertising they don't feel that it produces results as it used to in the "good old days." Our advertising cost *per thousand square feet of Masonite materials* has dropped substantially in the last three years, even though the total expenditure for advertising has steadily increased. At the same time our sales and profits have climbed without any break. For that reason, then, we at Masonite know that well-prepared and carefully placed advertising for a good product will produce just as fine results today as ever. Why should that not be the case? The public knows advertising better than it ever knew it before. It is better able than ever before to distinguish honest advertising from the other kind.

In addition to our national advertising and supplementing it, we prepare folders and various mailing pieces for the lumber dealer's use in his place of business and for mailing. These are highly effective when, but *only when*, the salesman makes the dealer understand their use. Our national advertising produces a very sizable volume of inquiries that we turn over to the dealers for follow-up. Because we have sold the value of our national advertising to the merchant, he makes an earnest effort to convert these inquiries into

sales. So far he has succeeded in selling from 12 to 15 per cent of the inquiries we turn over to him.

It will of course be apparent to any sales executive that the strength of our dealer organization hinges directly on the kind of salesmen we, as manufacturers, employ and the character of management that these salesmen receive.

We do not aim particularly at getting salesmen who have had experience in selling building materials. The fact is that our two star men had no experience in our general field before coming to us. What we want are men who have what I might call the selling in-

stinct. The right kind soon learns all he needs to know about lumber merchants and the building industry. We make it a rule now never to hire a man away from a competitor. Back in the early days we tried that out. It rarely worked.

We want salesmen working for us who want to make money—who feel that they must make money. When I hire a man I like to hire one who I believe wants to wear better clothes and wants to drive a better car than he can now afford and who won't be satisfied unless he is earning a

(Continued on page 81)

Mr. Corbin Writes to Mr. Powers

MEREDITH PUBLISHING COMPANY
DES MOINES,
December 18, 1931.

Editor of PRINTERS' INK:

The enclosed copy of letter to Marsh K. Powers explains itself. We hope you can induce Mr. Powers to submit more material on the subject discussed in his article in your December 10 issue.

ED. F. CORBIN.

* * *

DEAR MR. POWERS:

May I submit my answers to the questions propounded in the latter portion of your article in PRINTERS' INK for December 10?

1—You have not injured your argument by over-statement.

2—American business can ill afford to permit the tactics of a few to threaten efficiency of all advertising.

3—The intelligent public cannot be damned indefinitely. A large portion of it is now in an exceedingly resentful frame of mind because of certain types of advertising foisted upon it by printed advertising and radio broadcast.

In my humble opinion, your "open letter" contains quite the clearest and most forceful presentation of the actual and probable results of fraudulent and misleading advertising that I have seen. I

think it would be fine if PRINTERS' INK were to publish some follow-ups, possibly from your facile pen, on your "open letter."

It seems to me you have been quite charitable to certain types of advertising that obviously are fraudulent in the extreme. I understand, however, that some arm of the Government—I think a district attorney in Chicago—is bringing pressure to bear on some of the contest operators and the pressure is so strong that they are going out of business.

We wonder sometimes if the most effective way to get a clean-up of advertising under way wouldn't be for buyers of advertising to say politely to publishers, "We insist that our advertising copy be in good company. We want to use your periodical but shall not do it until you throw out copy that we know is reducing the effectiveness of our copy."

We feel that our company is making some contribution to the good of advertising by declining, annually, from \$175,000 to \$250,000 worth of advertising that we believe to be injurious to advertising that conforms to ethical standards.

I am taking the liberty of sending a copy of this letter to PRINTERS' INK.

Sincerely yours,
ED. F. CORBIN.

Run-of-Paper Color Advertising Available Daily and Sunday

Milwaukee Spending Money More Freely

CHECKS on Milwaukee banks during the first two weeks in December showed an increase of 27% over the average for November, according to Federal Reserve Bank reports, although the other three large cities in the Seventh District showed a decrease.

As compared to the first two weeks of December, 1930, Milwaukee check totals were down only 7% although the total for the entire Seventh District (Wisconsin, Illinois, Michigan, Indiana) decreased 28% and the other three large cities in the district showed a decrease of 20%, 30%, and 33%.

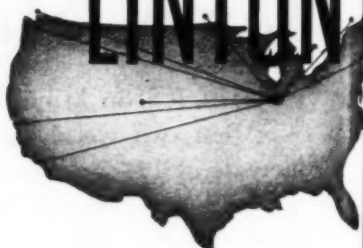
Exceptional stability of buying power in the Milwaukee-Wisconsin market assures exceptional returns for advertising dollars invested here. And profit margins are further extended because The Milwaukee Journal supplies coverage of more than 80% of the buying power in Greater Milwaukee at one advertising cost.

THE MILWAUKEE JOURNAL
 **FIRST BY MERIT** 

Thorough Trading Area Coverage Through One Newspaper

McCANN-ERICKSON

OFFICE IN LINTON N



—yet this little town, the official geographic center of the population of the United States, is symbolic of McCann-Erickson's nation-wide activities and viewpoint.

For McCann-Erickson is not a New York agency with a New York viewpoint. Not a San Francisco agency with a San Francisco viewpoint. Not a Chicago agency with a Chicago viewpoint. McCann-Erickson service is truly national in scope, and its viewpoint is a composite of a multi-office organization.

McCann-Erickson offices are a chain of "on-the-spot" advertising agencies, each giving complete service to clients in its section. These offices are so distributed that

NEW YORK • CHICAGO • CLEVELAND • DENVER
VANCOUVER • TORONTO • MONTREAL • WINNIPEG

SONAS NO INDIANA

center actically every part of the United States and Canada is
mbolic thin an overnight's journey.
viewpo Each office has, in addition, the advantages of thirteen other
ncy with liated offices in different parts of the country, Canada,
gency w Europe, ready, equipped and accustomed to cooperate
ncy with it, on instant notice, for greater service to the client.
ce is tru today, when the selling of goods is more competitive
posite of n ever, the advantages of such a nation-wide service
increasingly apparent.

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service

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CANN-ERICKSON ADVERTISING

. DENVER FRANCISCO • SEATTLE • LOS ANGELES
WINNIPNDON • PARIS • FRANKFORT, G.M.

Daring the Salesman to Sell

Teaser Campaign and One-Day Drive Produced \$1,875,000
of New Business

THIS is a story to prove that salesmanship hasn't caved in. It proves once more, if it needed proving, that business is always waiting for the man who goes out to get it in a spirit of high adventure with his mind made up in advance that he is going to win, and dares himself to do his best. For the results of this campaign came from an idea, a meeting, a drive and a follow-through. The idea was a simple one.

Some time ago John T. MacNamara, who runs the organization of that name representing the Guardian Life Insurance Company, heard of a book by William H. Danforth, president of the Ralston Purina Company. Here is a book produced by the president of a manufacturing company which dares its reader to develop his latent powers. Unlike many books of inspiration only, it tells a man how to develop his physical body, his mental punch and how to call on his hidden forces.

When Mr. MacNamara of the Guardian decided that he was going to ask his men to go out and get business even though there didn't seem to be much in the offing, he started with this idea taken from another line of business. He was going to dare his own men as the head of the Ralston company had dared his men before him.

The Value of an Outside Force

It was Mr. MacNamara's idea that the outsider had a better chance to steam up a sales force because of the danger that the sales manager will pull old stuff on his men. He can't keep inspirational talk going for years no matter how good he is. So before the drive was started there was a little teaser campaign to interest the men in advance. They weren't told what was going to happen, but they were informed that something was go-

ing to come in the mail which they were to read with great attention.

After this first notice which arrived at the salesmen's home address on Monday morning, there was a daily memorandum until Thursday, December 10, the day for which a breakfast meeting was announced. Now the purpose of this mysterious breakfast meeting was to get more business, but it was made slightly mysterious by the teaser campaign.

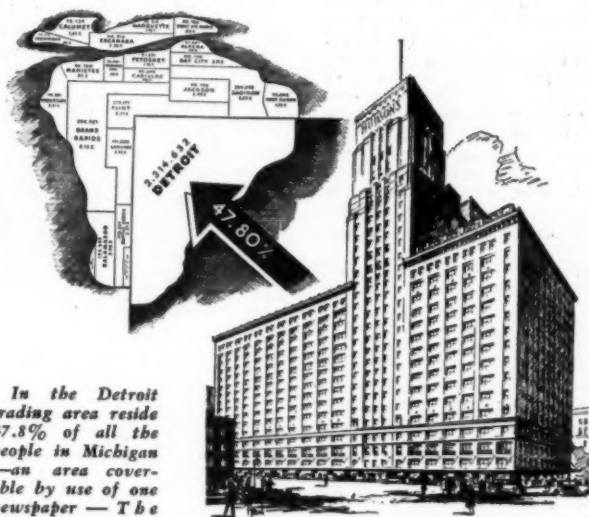
113 Men at 8:30 A.M. Breakfast

When the book arrived at the man's house no message accompanied it except a little card stating that it came to the man at the request of the MacNamara organization. Almost any salesman will read a book which dares him to do his best to develop his own hidden powers. The interim memorandum saw to it that each man read the book through before Thursday. When the Thursday breakfast arrived, called for 8:30 A. M., 113 men attended. Here was a real breakfast. It began at this early hour and didn't adjourn until noon. The program had been carefully mapped out in advance and included an inspirational opening, several talks all built upon the book which the men had read, and a series of brief sales suggestions. All of them centered on closing the sale.

It is to be noted that this big feature, namely, making the man concentrate his mind upon the final step in the sale, was one of the things that had the effect which proved so valuable in the drive itself.

Also about the middle of the meeting its purpose was announced; an extraordinary sales drive from early in the morning until midnight of the next day, Friday, December 11, to submit applications for life insurance on as many new prospects as possible. The men

WHAT A MARKET DETROIT IS!



*In the Detroit trading area reside 47.8% of all the people in Michigan — an area coverable by use of one newspaper — **The News!***

Among other things, when you are thinking of the Detroit market, remember that Detroit has the third largest department store in America, a bank with more depositors than San Francisco has people, the largest shoe store in America, the largest recreation building in America, and the only newspaper in the world that has the unique record of having been first, second or third in America in advertising for 18 consecutive years. If you are still in doubt about America's fourth city for your sales efforts in 1932, visit the Automobile Show in your city. Look at the new models and remember your car, like everybody else's, is wearing out!

The Detroit News

New York

THE HOME NEWSPAPER

Chicago

L. A. KLEIN, INC.

J. E. LUTZ

were asked to talk over at the breakfast the quota which they thought they might be able to reach. Three hundred and forty-two applications were pledged by the men before the conclusion. During the next day no less than 365 new prospects were sold life insurance and the total volume of this new business amounted to \$1,875,000. One hundred and seventeen men out of a total personnel of 138 turned in new business, making an average of three new customers per man or an average of \$15,000 per new customer all during the course of one day. One hundred and seventeen of these new prospects paid cash with their applications for a total prepaid volume of \$538,550. Ten men produced more than ten new policies apiece and the leader produced eleven.

Mr. MacNamara himself attempted to take each call from the man on the job personally and talked to each man as he reported. It was understood that every one of the salesmen could report by telephone up until midnight. At six different times during the evening between 9 and 12 o'clock, five different men phoned in simultaneously giving their reports.

This plan of a teaser campaign based upon an inspiration secured from another line of business, with an intensive one-day drive, has conclusively demonstrated that business exists for the man who will pound the pavement and go out after it, daring himself not to be licked by conditions.

R. L. Boudreau to Join Beck Engraving

Ralph L. Boudreau, formerly with the Elson Company, Inc., Belmont, Mass., will become associated with The Beck Engraving Company, Inc., New York, on January 1, 1932. He will be sales promotion manager of the Beck Intaglio Gravure Division and will assist clients in gravure and other reproduction processes.

New Account for Matteson-Fogarty-Jordan

The Brooks Rupture Appliance Company, Marshall, Mich., has appointed the Matteson-Fogarty-Jordan Company, Chicago advertising agency, to handle its advertising account.

Advanced by General Foods

Clarence Francis, for more than two years vice-president in charge of sales of the General Foods Corporation and president of the General Foods Sales Company, Inc., has been made executive vice-president of the General Foods Corporation.

James F. Brownlee, in charge of sales planning, has been made vice-president in charge of sales of the corporation and president of the sales company.

Carl Whiteman, vice-president of the sales company in charge of sales operations, has been made vice-president in charge of sales and operations of that company.

Ullman Agency Takes Over Paschall Agency

The advertising agency of Roland G. E. Ullman, Philadelphia, has absorbed the business and personnel of the Paschall Company, advertising agency of that city. While Irvin F. Paschall, president of the Paschall Company, will not be active in the management of the combined organizations, he will be associated with the service facilities of the Ullman agency. W. L. Paschall, associated with the Paschall agency, becomes an executive in the merged organization.

W. R. Ewald to Join Lorenzen & Thompson

William R. Ewald, formerly vice-president in charge of sales promotion and advertising for D. L. Ward & Company, Philadelphia, has returned to Detroit where he will be manager of an office which will be opened at that city by Lorenzen & Thompson, Inc., publishers' representative. Before joining the D. L. Ward organization, he had been with the Campbell-Ewald Company, Detroit advertising agency, for eleven years.

Miller Munson to Join Henri, Hurst & McDonald

Miller Munson, for the last eleven years advertising manager of The Hoover Company, will join Henri, Hurst & McDonald, Chicago advertising agency, January 1, 1932, as a member of the executive staff.

L. W. Gillette Advanced by "National Geographic"

L. W. Gillette, formerly assistant to the director of advertising of the National Geographic Magazine, Washington, D. C., has been appointed director of advertising.

Celotex Account to MacManus

The Celotex Company, Chicago, manufacturer of Celotex insulating board, has placed its advertising account with MacManus, Inc., Detroit advertising agency.



And now

FIRST IN INDIANAPOLIS FOR ³⁶/₃₇ CONSECUTIVE YEARS

Since 1895 . . . as far back as the records go . . . The News has carried more advertising lineage, each year, than any other Indianapolis newspaper. There's something significant about *any* leadership that stretches uninterruptedly from the middle of the naïve nineties to the somewhat perverse present. During these thirty-seven years, America has seen more change than in all her previous history. Customs, habits, manners and modes of living have been profoundly altered. Prosperity, like the length of women's skirts, has had its ups and downs.

To have maintained leadership through these years of constant and rapid change is evidence of ready adaptability to new conditions . . . of alertness to the growing needs and desires of the public, and willingness to meet them promptly. This is one of the essential elements of the influential advertising medium . . . and one of the reasons why The News continues to be first in Indianapolis. The tremendous power of reader habit built up through thirty-seven years of dependence on The News for family buying information, equips it to sell the Indianapolis Radius thoroughly, economically, profitably . . . ALONE.

Member



Major Market Newspapers, Inc.

THE INDIANAPOLIS NEWS

New York: DAN A. CARROLL, 110 E. 42nd St.

Chicago: J. E. LUTZ, Lake Michigan Bldg.

This



way

WHEN you hit a strange town, if you want to be taken care of properly, the first thing you do is to step right up to somebody who **LIVES** there and politely ask him to direct you to "the best hotel." By the same token isn't it perfectly sound, when it comes to picking a local newspaper, to find out which one local people themselves favor.

The merchants of Chicago, in 1930, made the following investment per reader in the advertising columns of Chicago's daily papers:

THE CHICAGO

THE QUALITY QUANTITY CONCERN

National Advertising Representatives

250 Park Ave.

Copyright, 1931, The Chicago Daily News, Inc.

CHICAGO
Palmolive Building

PHILADELPHIA
Record Bldg.

DETROIT
New Center Bldg.

STRANGER

—\$13.79 in THE CHICAGO DAILY NEWS (Eve.)

— 7.99 in the American (Eve.)

— 7.16 in the Tribune (Morn.)

— 3.03 in the Herald and Examiner (Morn.)

DEPARTMENT STORE ADVERTISING—The Chicago Daily News carried more than the two morning papers combined.

TOTAL GROCERY ADVERTISING—The Chicago Daily News carried more than any paper in the world.

(Authority: Media Records, Inc.)

That's direction enough for any advertiser, isn't it?

CHICAGO DAILY NEWS

CONCENTRATED EVENING CIRCULATION

GEORGE A. McDEVITT CO.

Representatives

230 Park Ave.

DETROIT
Center Bldg.

FRANCISCO
Dock Bldg.

NEW YORK
165 Broadway

Financial Advertising Offices

CHICAGO
29 S. LaSalle Street

1931

was a strange old year. Its counterpart lives in the story about an old negro who, after sampling some liquor given him by the "marster" said: "It's jest right. If it'd been any better you'd a kept it yo'self. If it'd been any wuss it'd a killed me."

1931

wasn't, perhaps, "just right" for anybody. But it wasn't killing. So—

1932

bids you seize opportunities and cultivate new markets.

1932

holds out for you, in the Southwest, a chance to increase your sales by going after rural business. This lies alongside the city market and can be won by advertising to the 205,023 followers of The Oklahoma Farmer-Stockman.

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Style-Mindedness—Another Way Out of the Price Rut

The Nolde & Horst Co. Has Discovered That Style-Promoted Hosiery Will Outsell Ordinary Hosiery by About 500 Per Cent

THESE are days when that quagmire commonly referred to as the "price rut" has attained too great a prominence.

It has become altogether too easy and fashionable to succumb to the temptation of offering a voracious public a dish flavored largely with a horizontal slash in prices. Not only are such dishes easily prepared, they are also easily imitated. Overlooking this fact has led—or misled—many an unwitting manufacturer into the rut from which the exit is difficult and painful.

All too often the obstacle could have been overcome. In November's PRINTERS' INK MONTHLY, in an article entitled "Sales-Mindedness—a Way Out of the Price Rut," Roy Dickinson has outlined several moves that a manufacturer might make in order to avoid just this very grief.

Style-mindedness, like sales-mindedness, is another remedy that can be taken with good effects. It is not a brand new expedient. It has been used successfully in the past, and it is being used successfully today—as witness the case of Westminster, Ltd., distributor of men's hosiery.

To tell the story in its proper sequence we shall have to go back to April, 1930, when the Nolde & Horst Company, widely known for some fifty years as a manufacturer of quality hosiery, decided to produce a line of men's hosiery which it would distribute through the selling forces of Westminster, Ltd.—recognized as a style source for about a century.

Distribution Was Confined

The situation, then, was briefly this: We have Westminster starting to sell the Nolde & Horst product in the midst of a depression, selling through a channel entirely new to it, and facing

severe competition. The company's hose, retailing from 50 cents to \$1.50 a pair, falls into the class of high-priced merchandise. Distribution, therefore, was immediately confined to the more exclusive outlets in cities of 100,000 population and over.

Vital Questions to Be Answered

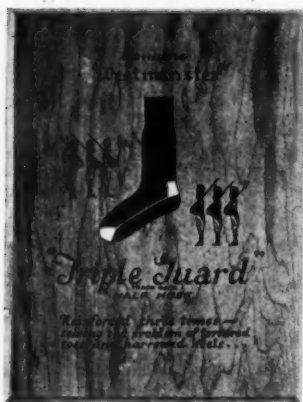
So much for historical background. Let us now introduce H. E. Friend, who as advertising director of Westminster, Ltd., at this time first realized that some new basis was needed upon which to market the new line.

If Mr. Friend were telling this story, he would start with a question. "Do you know," he would ask, "why a man owning twenty-five neckties will have only three pairs of socks? Do you know why this same man who is so concerned with the crease in his necktie will content himself with a pair of patched socks?"

And then, before you could answer, he'd tell you himself: "I know. I've got to know. The answer to those questions is vital to my business. It's simply this: The man in the street does not think of hosiery in terms of style. Of course that's not his fault. The culpability lies directly upon the manufacturer and the dealer.

"I have always felt," Mr. Friend continues, "that quality and price are not the bases on which to sell hosiery. The consumer expects proper quality and price and will not thank you for them. With this as a premise, there was but one conclusion—Style. I could see no formidable objection why style could not be used as an appeal to the buyers of men's hosiery. To the contrary, I felt that along these lines lay the solution to our problems.

"Therefore, by way of experiment, I took one of our specialties,



Counter Displays Have Been Prepared Featuring the Style Element in the Different Nolde & Horst Items

a pattern with a single stripe through it, and gave it a name. I called it 'Whipcord.' Now there is nothing new or unusual about this particular pattern, but by giving it an individuality and an identity, we gave it something it never possessed before—advertising value. A number of counter displays were prepared dramatizing the name by tying it up with a typical hunting scene.

"It was not long before sales proved that we were on the right track. The Whipcord pattern outsold identical unbranded items several times. Retailers became enthusiastic—more so than we had even hoped to expect. To be sure we had just previously inaugurated a window display contest among our customers, but frankly we never anticipated the results that actually materialized. It seemed we hit upon a 'natural,' for leading retailers, of their own accord fell into the pleasant habit of devoting special windows to our hosiery; some even creating original displays around the hunting theme by mustering whips, riding boots and other appropriate accessories into service.

"The Whipcord was followed by other models, such as Marine-Pastels, Derby Stripes, Shepherds, etc., all of which bear the Westminster name, too. Bear in mind,

all these items were not entirely new products.

"Similar point of purchase displays were prepared for the new models.

"But at this point a new problem set in. Our line may be roughly divided into two parts—staples and specialties. By specialties I mean fancy patterns which constitute the bulk of the hosiery business done today. It was not long before we discovered that our specialties had increased in popularity at the expense of our staples—flat colored hose!

"While this was not a major portion of our business, nevertheless we did not cherish seeing it slipping. Our staple hose retails for 50 cents, 75 cents and \$1. It has three reinforcements at the toe and heel. In looking around for a basic promotion angle, quality naturally suggested itself. Rather than become just another trumpet in the quality band, however, we allowed ourselves to be guided by our experiences with the specialties.

"Therefore, we coined the name 'Triple Guard,' denoting the triple reinforcement, and visualized it by creating a trade-mark consisting of three military guards. A number of window display pieces were then produced, one of which was a replica of the trade-mark, made of

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wood. To date we have distributed this latter display to hundreds of our retailers. In our direct mail, moreover, we offer other suggestions as to how unusual and attractive displays can be made. For example, in a recent letter to the trade, we suggest 'Crossing three rifles and surrounding them with hosiery forms and the fixtures sent with your shipment will bring patronage.' One dealer painted a drop background of the Three Guardsmen at the Tomb of the Unknown Soldier at Arlington. (Some fellow wanted to know if it was the Tomb of the Unknown Buyer.) Any military theme suggests the real protective reinforcements at toe and heel."

At this point Mr. Friend was asked if he had any figures which might definitely indicate to what degree styling had benefited sales. In response he called in Leonard G. Hyde, Westminster's sales manager. The same question was put to Mr. Hyde, and received the following answer: "Offhand, I cannot quote exact figures, but I can tell you a few facts that are perhaps just as eloquent. Within the same length of time that it takes us to sell 1,000 dozen of a fancy number, we sell 7,500 dozen of our Derby Stripe hose, an almost identical sock. In other items the style promoted article will commonly outsell its ordinary twin by 400 or 500 per cent.

"If I were to say that our sales this year are 75 per cent ahead of 1930, I would be misleading you,

because we only started in in April of that year, and consequently missed almost all of the spring business. Yet we are not boasting when we say that we're not worried by the depression. Of course, it's entirely possible that if these were normal times, our volume might be doubled. But under the circumstances we feel we are doing a favorable share of what business there is to go around.

"Furthermore, we have been able to maintain our prices in the face of terrific slashings. Our hose, selling as high as \$1.50, has had to meet the competition of our larger rivals who have pared prices to the bone. While we are doing a comfortable business in dollar hosiery, one of the leading manufacturers in the industry has found it impossible to make a go of a 75-cent sock, so that today he is putting all his faith into a new product which he hopes to retail for a quarter."

In response to another question, Mr. Hyde vigorously asserted his belief that plugging away at the style idea had enabled Westminster to obviate the price rut.

"There is just one more thing I should like to make clear," declared Mr. Friend. "No matter what the product, it must be possessed of some basic feature that lends itself to sales exploitation. In our case the basic idea was style. But don't let the manufacturer stop at the threadbare standbys, price and quality. A little analysis is a good thing. Because it pays."

Enthusiasm

"NEW Exclusive Flat Permanent Wave which requires no Finger Waving has been developed to its ultimate by Kremer. It surpasses all its predecessors in natural finish and lasting beauty. The leader of New York's present-day styles."

"The new cleansing and polishing material in Pepsodent stands unsurpassed in removing stained, destructive Film."

"Your baking will invariably turn out delightfully tasty . . . and your roasts temptingly tender . . . if your new gas range has the Thermolator."

"It [Nepto Lotion] makes the reddest and roughest hands beautiful, soft and white."

"Lipton's is the best tea. A bold statement . . . every tea expert knows is true."



Putting the Heat Indicator Back on the Radiator

Moto Meter Is Calling upon Advertising and Design to Win Back Lost Supremacy

ONLY a few years ago the average car owner looked upon a Moto Meter as a bit of necessary equipment and because of basic patents the manufacturers of Moto Meters had a monopoly on radiator type heat indicators.

However, behind the scenes was developing the dash heat indicator and gradually this replaced the MotoMeter as manufacturer after manufacturer added it as standard equipment. Two of the companies responsible for this development were the National Gauge and Equipment Company and the Safe-T-Stat Company. In 1926 the Moto Meter Company and National Gauge and Equipment were merged. In 1929 this merger took over the Safe-T-Stat Company and these units make up the present Moto Meter Gauge & Equipment Company.

In the meantime the old type of radiator heat indicator, which had been so popular, had practically disappeared from automobiles. Recently, however, the company felt that there was a chance to revive this type of indicator and a determined effort is now being made to do so.

Pierre Cheron, a noted designer of jewelry, was called in and

asked to redesign the Moto Meter to bring it up to the highest standards of radiator ornament design. He was told that he must combine beauty with utility in such a way that the company would have something that would have a fresh, arresting appeal and at the same time would be really useful. As a result of his work the company is bringing out three new products, one priced at \$7.50, the other two at \$3.75. They are called the Line-O-Vision Moto Meters.

"We still feel," says C. M. Adams, vice-president and assistant general manager of the company, "that while the necessary job was done by removing the instruments from the radiator originally, still on the radiator in the line of vision is where the heat indicator belongs. It is our hope that by providing an instrument with beauty and class, as well as utility, we shall be able to retrace the steps that were taken in the old days."

Advertisers generally will watch with interest this test of the ability of an outmoded product to come back under the aegis of good advertising and good design. The company's first announcements are in the form of inserts in automotive papers.

The FIRST Chicago Evening Paper

Every argument favorable to evening newspaper advertising finds, in Chicago, its fullest expression in the Chicago American. For the Chicago American is first of all Chicago evening papers in Chicago's favor, and is therefore first in all that definitely makes an evening paper desirable to advertisers.

The Chicago American is first in *total* circulation in Chicago's evening field, first in *suburban* circulation and first in *city* circulation. In fact, its *city* circulation is greater than the *total* circulation of the second Chicago evening newspaper.

In all ways that an evening paper can be proved to excel as an advertising medium, the Chicago American is *first in Chicago*.

CHICAGO AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.



National Representatives:

RODNEY E. BOONE ORGANIZATION

CASTING ROOM, where the plates from which the printing is actually done are made from the stereotypes.



THE CAST, impression surface for two pages, locks on the press cylinder, prints about 50,000 impressions, is scrapped.



CASTS

All night long the biscuit-colored mats slither down the chute into the casting room. Their high spots are filled in in back with sundry bits of felt, and they are shaped into semi-cylinders, dried and scorched. Into the casting chamber goes the baked mat. The operator of the automatic caster touches a button, and the chamber floods with silver fluid, force-fed from the magazine of hot type metal. Every fifteen seconds, a gleaming semi-cylindrical cast comes out, to be folioed, shaved, cooled and sent clattering on to fulfill its destiny on a press cylinder . . . Replating goes on constantly. A peak night brings 350 mats and 3,800 casts—required for the production of The News with its increased advertising volume, its all time circulation high. Our mats and casts alone cost \$50,000 more in 1931 than in 1929, gave employment to six more stereotypers. All News expenses are up—but the News milline is lower than ever before . . . Grow with a medium that grows in these times.

THE  NEWS
NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND STREET • NEW YORK
Tribune Tower, Chicago • Kohl Building, San Francisco

IN the dear old days of '29, chasing business-volume and sweating blood over beating previous years' bests in sales records was distinctly of the mode.



TODAY, to paraphrase Farragut, the business man says to himself: "dam n the volume, full speed ahead to a profit."



TOO, advertising today is seeking profits for its practitioners. There is no other excuse for advertising at this hour except to *work hard* at the business of making sales and mak-

ing profits in the selling. Today advertising must chase a dollar farther and faster than ever before in the history of medieval or modern business.



IN Detroit the circulation of The Free Press takes your agate line directly to the spots where dollars are . . . where sales and profits can be made. There is no guesswork about this. 'Tis a fact, and the facts may be had for the asking.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

Buying Power of 1931 Dollar in Terms of 1926 Is \$1.447

But Figures Are Relative, as Study of Department of Labor Compilation
' Will Show

TELEGRAM
LOS ANGELES, CALIF.

Editor of PRINTERS' INK:

Do you have any figures showing purchasing power of a dollar today as compared with the purchasing power of the normal dollar in relation to specific commodities, such as food, clothing, furniture, etc.?

HANFF-METZGER OF CALIFORNIA, LTD.
FRED M. JORDAN.

THERE are a number of commodity, food, and cost-of-living indices regularly compiled here and abroad. It is possible to take any of them, and by the simple arithmetic of percentages, compute the so-called purchasing power of the dollar at any given time as compared with any other.

Strictly speaking, the purchasing power of the dollar is always 100 cents worth of whatever is purchased, at the price then prevailing. But fluctuating prices change the quantity of a commodity which a dollar will buy. Economists and statisticians, who like to twist things about and relate this to that as well as that to this, discovered a new way to confuse the man-in-the-street when they took to figuring a dollar in terms of commodities.

Instead of speaking of 50-cent wheat—if at the time with which comparison is being made wheat sold at, say, \$1—the talk will be of a dollar whose “purchasing power” is \$2. Which is to say that, with wheat at 50 cents a bushel, \$1 will buy two bushels, or the equivalent of what \$2 would buy with wheat at \$1. If wheat has risen from 50 cents to \$1 in the period under comparison, why then the “purchasing power” of a dollar is only half as much, or 50 cents—in terms of wheat. The principle is no different when a price index, compiled from the dollar prices of hundreds of commodities, is used.

One of the few price compilations which also present a ready computed purchasing power of the

dollar is that printed in the “Monthly Labor Review,” published by the United States Department of Labor. Purchasing power is calculated from an index number of wholesale prices which includes 550 commodities or price series, weighted according to the importance of each article and based on the average prices for 1926 as 100. This weighted index for all commodities stood at 69.1 in September, 1931 (the latest figure available), against 84.2 in September, 1930. The purchasing power of the September, 1931, dollar, in terms of the dollar of 1926, is given as \$1.447, on the basis of the combined index.

For the various price series, the September, 1931, purchasing power is calculated as follows (as related to the dollar of 1926):

Farm Products	\$1.653
Foods	1.372
Hide and Leather Products	1.179
Textile Products	1.590
Fuel and Lighting Materials	1.580
Metals and Metal Products	1.147
Building Materials	1.335
Chemicals and Drugs	1.337
House Furnishing Goods	1.181
Miscellaneous	1.712

The index number for retail prices of principal articles of food, taking the average for the year 1913 as 100, is given by the “Monthly Labor Review,” as follows:

1913.....100.0	1925.....157.4
1920.....203.4	1926.....160.6
1921.....153.3	1927.....155.4
1922.....141.6	1928.....154.3
1923.....146.2	1929.....156.7
1924.....145.9	1930.....147.1
September, 1931.....	119.4

On the basis of the September, 1931, food price index above, the value of the retail food dollar works out at 83¾ cents, as against the \$1.372 for wholesale foods in the preceding table. This emphasizes the point made that purchasing power figures are *relative*. The subnormal dollar is produced

when comparison is made with 1913, the supervalued dollar by comparison with 1926.

Gold theories and the somewhat static law of supply and demand aside, the purchasing power of the dollar is *nil*—if it's a dollar hidden away in the sock. Prices decline when most of us have fewer dollars we are willing to spend, because of fear, or saturation, or caprice—even prices of such scarce things as diamonds. When we start the dollar rolling, circulating

at increased velocity, prices usually rise and consumers are big-hearted about it. The dollar may have all the purchasing power in the world, but it won't do any good, if—Muscle Shoals-like—it isn't hooked up to the market.

The business of advertising is to put in the transmission system between the purchasing power plant and the producer of goods and somehow to create that impulse to throw in the switch.—[Ed. PRINTERS' INK.]

What Groucho Says

Did He Miss Anything in Rome?

DEAR FELLER: This is Rome, the best advertised city in the world and a helluvan interesting place. First thing I hiked for was the forum—remembered the name from the *Forum* magazine. Saw Cæsar's Court of Justice, where the litigants scratched circles on the stone floor, divvied 'em up into slices like a piece of pie and gambled in them with dice or something while they were waiting their turn for a lawsuit on account of being bumped by a Ford chariot or something. Wish I knew what kind of craps they shot. Be an interesting piece of research for a sporting goods house.

Principal advertised article in Rome is some "Pontifex Maximus" or other from Augustus Cæsar down through the Popes, with Mussolini, Il Duce, crowding 'em hard for publicity. Had to hunt a painless dentist and found one.

Say, has that Sports Merger man come in yet? Not that it means anything to me. Letter from Gent. Treas. saying he hopes I can see by this time how necessary it is for agents to stick together and keep advertisers from getting agency prices for space. Sounds as if I *might* be reconsidered for reinstatement in the world's leading agency, but what do I care!

Where they got no windows in Italian houses they paint pictures of 'em on the solid walls. Then they got a funny lot of extra cops

here. They wear Napoleon hats, travel in pairs and don't have a thing to do except stand together. Tried to get some information out of a couple of 'em. Seems giving information isn't their line.

Dunno why, but I'm worried about that last letter of Kasten's and what Bill has done about it.

Tell Gent. Treas. I don't really hope advertisers will get agency rates direct, i.e., not any more of 'em than they always have. Not that I care what Gent. Treas. thinks I think, but it is only civil to answer a question he has practically asked me.

Don't breathe this to a soul. Met one of Aaronson's clients at the Grand Hotel, been batting around with him. He and I had tickets to a show last night, dined together with plenty of Asti Spumanti and got talking about agency service. Say, I don't think Aaronson's service is a bit better'n ours—I mean *yours*. In fact I got in a couple licks that may help us. At 11 p.m. we woke up and realized we hadn't been to the show. He says this is the first time in twenty years that he has entirely escaped from business and got where he hasn't seen anyone who would talk about biz. Sez it's great and I agree with him. He's gonna show me some Aaronson proofs he brought with him and ask what I think of them.

Tomorrow we're gonna go out together to D'Este or some such place on the Appian Way. This

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feller says there are two waterfalls out there. We're gonna see which one we like the best. The baths of Caracalla are out there, too. Dunno whether they're modern and I can have a swim or ancient Roman to float over. It's O.K. with me either way. Gosh, how I hate to keep paying 50 cents for the S.E.P. Won't do it a minute longer after that continued story about an advertiser is ended.

Think I'll hit Venice next week. Tell Gates I'm gonna write to him.

Fountains everywhere. Rome has lots of water, but what does that mean to you?

GROUCHO.

The Hand-to-Mouth Retailer

CRUTTENDEN & EGER
CHICAGO

Editor of PRINTERS' INK:

A client of ours manufacturing a line of athletic shoes is confronted with the "small order" problem. Dealers and jobbers are ordering one and two pairs per order. ("Hand-to-mouth" buying.)

I have noted a number of articles which appeared in PRINTERS' INK during the past year discussing this problem and the steps manufacturers have taken to solve it. However, I have kept no record of these articles and would appreciate it very much if you will be kind enough to send me a list of such articles that have appeared during the past year.

EDMOND I. EGER.

HAND-TO-MOUTH buying is, to the average harassed retailer, one of the few answers to his present financial problem. The result has been that even during the holiday season many retailers have been so badly understocked that they have either lost a lot of good sales or else have besieged manufacturers with rush orders.

So acute has become this problem in some industries that manufacturers, giving up hope of changing dealer habits, have made special efforts to fill rush orders. In the men's wear industry, for instance, recently a number of manufacturers have advertised their ability to fill rush orders quickly.

There would seem to be little hope at the present of correcting the hand-to-mouth situation imme-

diately. However, many manufacturers are bringing great pressure to bear on dealers to get them to order fuller stocks. Two or three leading jobbers in different lines have done a great deal of educational work. This effort should eventually bear fruit but for the present the wise manufacturer or jobber is, in addition to his educational work, taking every step possible to plan his selling so that he can handle hand-to-mouth orders at a minimum cost.—[Ed. PRINTERS' INK.]

B. F. Goodrich Advances P. J. Kelly

Philip J. Kelly, for the last three years advertising manager of The B. F. Goodrich Company, Akron, Ohio, has been appointed assistant general sales manager of the Goodrich tire division. P. C. Handerson, formerly a member of the firm of The Griswold-Eshleman Company, Cleveland advertising agency, succeeds Mr. Kelly.

Mr. Kelly joined Goodrich in 1927 as assistant advertising manager and became head of the advertising department in 1928. He was formerly advertising manager and assistant general sales manager of The Mason Tire & Rubber Company.

New Accounts to Street & Finney

The Norwich Pharmacal Company, Norwich, N. Y., has appointed Street & Finney, New York advertising agency, to direct the advertising of Pepto-Bismol and Unguentine Rectal Cones.

The United Mutual Fire Insurance Company, Boston, has also appointed Street & Finney as advertising counsel. Drug publications will be used.

More Allis-Chalmers' Accounts to Freeze-Vogel-Crawford

The Allis-Chalmers Manufacturing Company, Milwaukee, has appointed Freeze-Vogel-Crawford, Inc., advertising agency of that city, to direct the advertising of the track-type and industrial tractor division. This is in addition to the company's agricultural tractor and implement advertising and that of the Texrope Drive division which is also handled by Freeze-Vogel-Crawford, Inc.

To Direct Johnston Chocolate Sales

Wilson C. Rich, for the last seven years district manager in charge of the New York branch of the Robert A. Johnston Company, Milwaukee, Johnston's chocolates, has been appointed general sales manager of the candy division of the company, with headquarters at Milwaukee.

Born of Our Retailers' Fertile Brains

ACCORDING to Dr. Julius Klein, Assistant Secretary of Commerce, who spoke over a coast-to-coast radio network last Sunday on the subject, "The Christmas Trade," there are all sorts of schemes, conceived in the fertile brains of our American retailers, that have worked out well.

One instance cited by Dr. Klein was the idea of a New England store which set aside a section of its shop for "men only." Here husbands and sweethearts could choose from a complete assortment of articles for women, with men clerks to take their orders. The idea, according to the speaker, doubtless spared many sensitive souls a real ordeal.

A Middle Western store, Dr. Klein also revealed, came to the rescue of the apartment house dweller who approached his Christmas shopping with trepidation. This store advertised gift suggestions to answer the needs of the shopper whose Christmas list included the telephone girl, the laundress, the postman, the maid, the newsboy and the janitor.

Motor Wheel Account to Winningham

The Motor Wheel Corporation, Lansing, Mich., has appointed C. C. Winningham, Inc., Detroit advertising agency, to direct the advertising of its automotive division. An advertising campaign is now being prepared to feature Centrifuse, a new brake drum developed by the Motor Wheel company.

To Market Air Conditioning Unit for Homes

An air conditioning unit for the home selling for less than \$1,500 will soon be marketed by the American Blower Corporation, Detroit. The unit will heat, ventilate and humidify the air in the winter time and is operated with gas, oil or coal as fuel. In the summer time, it cools and ventilates.

Appoints Cramer-Tobias

The Berlitz School of Languages, New York, has appointed the Cramer-Tobias Company, advertising agency of that city, to direct its advertising account.

New Studebaker Appointments

Paul G. Hoffman has been elected president of the Studebaker Sales Corporation of America, Studebaker marketing organization, according to an announcement by A. R. Erskine, president of the Studebaker Corporation, the parent company, and chairman of the board of the sales subsidiary. Mr. Hoffman was previously vice-president of Studebaker Sales and is also vice-president of the Studebaker Corporation.

Roy E. Faulkner, who resigned as president of the Auburn Automobile Company last month, has been appointed vice-president of the Studebaker Sales organization.

James M. Cleary, sales manager of the Studebaker Corporation of America and vice-president of the Studebaker Pierce-Arrow Truck Corporation, has been elected president of the latter Studebaker subsidiary.

George D. Keller, manager of branches of the Studebaker Corporation of America, succeeds Mr. Cleary in his previous capacities.

Seattle Gas Company Appoints J. Walter Thompson

The Seattle Gas Company, Seattle, has appointed the J. Walter Thompson Company to direct its advertising account.

Fred C. Foy, formerly with the San Francisco office of the Thompson agency, has been appointed assistant general manager of the Seattle Gas Company, with headquarters at Seattle. He will have charge of the company's advertising, training of employees and customer service.

"Amos" Brother Joins Asheville Papers

Harry S. Gosden, of New York, has joined the advertising staff of the Asheville, N. C., *Citizen and Times*. He has been engaged in advertising and publicity work for eighteen years with the *Atlanta Journal*, *Birmingham News* and *New York Journal*. He is a brother of Freeman F. Gosden, who is "Amos" in the radio team of "Amos 'n' Andy."

Paper Account to Ronalds Agency

The E. B. Eddy Company, Ltd., Hull, Que., paper mill, has appointed the Ronalds Advertising Agency, Ltd., to direct its advertising account. Magazines, newspapers, business papers and direct mail will be used to feature Onilwon paper towels for household use and White Swan toilet tissue.

New Account to Gottschaldt- Humphrey

The Southern Service Corporation, Atlanta, operator of bakeries throughout the South, has appointed Gottschaldt-Humphrey, Inc., advertising agency of that city, to direct its advertising account.

Here's How Times Have
Changed in PITTSBURGH

65.8% MORE *FULL-RUN DISPLAY ADVERTISING

In November the Sunday Sun-Telegraph carried 316,945 lines of full-run display advertising—125,814, 65.8 per cent more lines than the other Pittsburgh Sunday newspaper.

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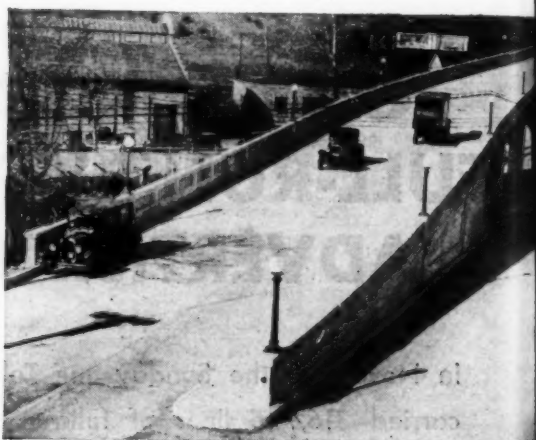
*Does not include 32,121 lines of Press "Metropolitan Section" lineage, which is distributed to only a small portion of Press circulation.

Figures from Media Records

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

Bettering BALTIMORE' Traffic Facilitie



Among the municipal improvements recently completed or soon to be completed in Baltimore are the two projects pictured here.

Above is shown the new \$200,000 overpass which carries Fairview Road, an important boulevard, over the tracks of the Northern Central Railroad.

The other view is of the West Baltimore Street Bridge over Gwynn's Falls Valley. This will be ready for traffic January 1. Hundreds of men have been employed months on these projects.

Such improvements, together with above-average business activity, explain why Baltimore shows less unemployment than other large cities. Less unemployment, more sales. And, as most advertisers already know, it is through the advertising columns of The Sunpapers that Baltimoreans are most readily reached.

THE SUNPAPERS in November
Daily (M & E) 292,855

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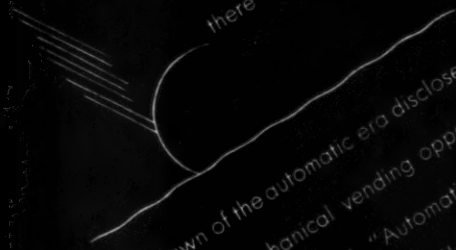
Chicago: Guy S. Osborn, Inc.

Detroit: Jos. R. Scolaro

St. Louis: C. A. Cour

black out

Fickle Chance throws a switch—and a market on which the spotlight has shone for years is suddenly blacked out. But there are more ways to sell than one.



The dawn of the automatic era discloses countless mechanical vending opportunities. Read the Book, "Automatic Merchandising" issued by Mills Novelty Company, 4100 Fullerton Avenue, Chicago, Ill. Mailed free to executives.

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We Showed Dealers How to Lower Costs of Doing Business

A Business-Paper Campaign That Educated Dealers in Concentrated Buying and Purchasing Full Package Lots

By George Worthington, Jr.

Advertising Manager, The Geo. Worthington Co.

THE coming of the depression in 1930, with the resulting curtailment in buying, brought us face to face with a major problem—the increasing cost of doing business. We are wholesalers, distributing general hardware, electrical supplies, sporting goods, plumbing and heating equipment, paint, etc., and we have 100 salesmen visiting retail dealers in seven States. We were doing all we could to cut down our own overhead, but we were only one link in the distribution chain of manufacturer, wholesaler and retailer.

To make the system operate profitably under existing conditions there had to be closer co-operation between the links. The majority of manufacturers are eager to co-operate with their distributors to the fullest extent, hence it is the retail hardware merchant who must be educated to abandon practices which tend to raise distribution costs all along the line.

Normal Profit Sacrificed on Anniversary Items

It was natural that we should turn to advertising to help us with our educational job. We had been using business papers for a number of years and in 1929 had found that they offered us excellent educational opportunities.

In that year we celebrated our one hundredth anniversary. Naturally, we wanted to do something about it, so we began bringing out in our various departments items which we called "Anniversary Specials." This was merchandise of excellent quality and finish, made up for us in large quantities. Because both the manufacturers and ourselves sacrificed our normal profit we were able to offer these items to the retail merchant at considerably less than he had been in

the habit of paying for merchandise of similar quality. They were, in fact, splendid leaders with which to meet the ever-spreading competition of low-priced and low-quality goods.

Dealers Urged Not to Meet Competition Prices

Throughout 1929 we urged our dealers not to try to meet competition with unprofitable, cheap merchandise (the less "five-and-ten" merchandise the independent dealer has to sell the better off he is) but instead to stimulate business by featuring these specials as bargains in quality merchandise.

This experience had taught us two things: First, that advertising offers the wholesaler an opportunity far beyond that of pushing individual items of regular stock, and, second, that business-paper messages, consistently repeated, will do an educational job. Therefore, we decided that in the period of emergency our advertising could be called upon to do what we saw to be the big depression job; that is, to educate dealers in lowering their costs of doing business.

Recent surveys have shown that the average hardware dealer buys his goods of from five to seven different distributors (not to mention the various items bought direct from the manufacturers). What is the result? Say his purchases are \$40,000 per year. This means a worth-while account to one or two distributors, but split it five or six ways and there is not enough left to make a reasonable profit for each one.

In addition, the cost to the jobber of selling this unprofitable account is further increased by the small quantities ordered—mostly broken package lots. During the last two years dealers have tended to buy

in smaller and smaller quantities. Most manufacturers have kept pace with this tendency by packing their products in smaller units, until, even today, with hand-to-mouth-buying being carried to ridiculous extremes, the average hardware dealer can buy in full package lots without fear of overstocking. We jobbers can handle these standard packages at a considerable saving. We pass this saving on to the retailer by making a lower price on an item when bought in the standard manufacturers' container, than when ordered in broken lots.

Yet there are many dealers taking advantage of today's highly competitive market to insist that the jobber accept their orders for broken lots at the standard package price. As we stated in a recent advertising message, these dealers are not "Playing the Game." They do not realize that their practice of retail buying at wholesale prices will defeat its own purpose by raising distribution costs, which means *higher prices*.

The two main points which we have tried to bring home to the retail hardware merchants of America in our business-paper advertising have been:

- (1) Concentration on fewer sources of supply;
- (2) Regulation of buying to standard package quantities.

A preliminary advertisement in March, 1930, urged the dealer to pick the distributor best equipped to supply the majority of his needs and then give that distributor the bulk of his business.

Fourteen Salesmen Featured in Series

Naturally we were primarily interested in selling the house of Worthington as one of these major sources of supply to the dealers in the territory which our salesmen covered. It was also important to sell the salesmen themselves on this new educational advertising. Consequently the next four advertisements formed a series, the copy for each being enclosed by the photographs of fourteen salesmen. Each piece of copy appeared in two hardware business papers,

until we had shown a picture of every one of our outside sales force from whom we could secure photographs.

Jobber Presented as Dealer's Friend

In these advertisements we presented the jobber's salesman as the friend and adviser of the dealer and asked everyone who had a Worthington man calling on him to watch this series for our salesman's picture. The strong human interest appeal of the photographs naturally called attention to the copy, and the opportunity to say, "Well, Bill, see you've been getting a little publicity," followed by some good-natured joshing, did much to promote good feeling on both sides. These advertisements appeared in May, June, July and August, 1930.

From that time on each monthly advertisement has aimed to bring up some points which would make the hardware dealer a more efficient merchant or urged him to do his part in keeping down the cost of distribution.

But the faults in our system of hardware distribution and merchandising do not all fall on the retailer. When he orders goods from a distributor only to have half of them back ordered or canceled, or something else substituted, there is just cause for righteous indignation.

That's why in a forthcoming advertisement we are not only going to give a list of "Don'ts" for the retailer, but for the jobber as well. Questionnaires have been mailed to fifty of our representative accounts, asking them to register their "pet peeves" against us jobbers. The ten most common evils will be printed. This will be good medicine for us and our brother wholesalers as well, and as we admit our shortcomings, our dealer friends will be more willing to admit theirs.

We have no illusions that our campaign will create a hardware millenium, but if it makes for better co-operation among manufacturer and wholesaler and retailer, in the distribution of hardware, its purpose will be accomplished.

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Stop Building Volume—Build Profits Instead

Drastic Price Cutters Should Change Their Policies if Prosperity Is to Return

By Paul S. Willis

Vice-President, Comet Rice Co.
President, Associated Grocery Manufacturers of America, Inc.

I AM not an economist, but to me a depression is a period of adjustment necessary to enable us to meet new and changing economic conditions, which have been created largely by our own past efforts and activities. It has been truly said that in solving the problems of today we create the conditions of tomorrow, so I believe that all students of political economy, both practical and theoretical, will agree that a depression lasts just so long as it takes us to adjust our businesses to meet the new and changed conditions. Therefore, a large part of the remedy for our present troubles lies with us individually and by our actions we can at least bring about a gradual return to normalcy.

The food industry, unlike most others, has not suffered a severe decline in tonnage consumption. Therefore, our opportunity to recover normal business with normal profits simply awaits our own intelligent planning. It is obvious if the food industry is to progress, for its own sake as well as to contribute its utmost to the general welfare of the nation, that it will find its opportunity in the creation of profits and not in the obtaining of added volume.

There is volume sufficient for everyone. It is our profits which have been reduced, beyond the point of necessity, in so many instances during the past two years.

Must Think of Industry's Profits

As a manufacturer I am conscious of the fact that we cannot think selfishly in terms of our own profits alone. We ourselves can-

not benefit unless our distributors and the industry as a whole benefit. We must contribute what we can to the profits of our distributors if we in turn are to receive their consideration and co-operation during this coming year. So, let us recall to mind what each of us can do to avail ourselves of the opportunity which 1932 will bring to us.

Race for Volume Ends in Price-Cutting

There can be little doubt that the craze for volume pursued by every group in the food field has contributed a great deal to the demoralized conditions existing during the last two years. Therefore, it is obvious that we must all reconcile ourselves to being content with our present existing share of the prevailing consumption for our commodities. Should anyone of us seek to expand unduly at the present time, at the expense of our competitors, then our methods will tend to promote further drastic price-cutting, ruinous to profits in our markets and in our portion of the industry, and ruinous to the early recovery of the grocery industry as a whole.

I, therefore, make a most earnest plea:

To the Manufacturers.

I suggest that special instructions be issued to your sales organizations to take every precaution that your representatives, directly or indirectly, consciously or unconsciously, do nothing to excite or stimulate uneconomic price-cutting. It is so easy for a manufacturer's representative to tell one jobber that a second jobber has authorized him to quote a special high resale price, with the re-

From a speech delivered at the annual trade dinner of the Detroit Manufacturers' Representatives.

sult that the first jobber meets it or quotes a still lower price.

How much sounder it would be if the manufacturer's representative went to the jobber quoting the lowest price in the market, provided this price was inadequate to cover distribution costs, and said: "I think that you could get an extra 20 cents per case because I find the other jobbers are selling at the higher price."

The point I am making is that under present "profitless" conditions it is much better to go to the drastic price-cutter and suggest that he mark his price up than to suggest to the other jobber that he bring his resale price down.

How much better it would be if the manufacturer's representative went to his chain-store customers where necessary and said: "I notice that you have been selling my brand without profit. I think you would sell just as much of it if you charged an extra 5 per cent or 10 per cent, as the case might be."

I know that most manufacturers are concerned for the distributors' profits, but nevertheless we must admit, if we are to be frank with each other, that there have been some in our group who have made it a practice of suggesting to distributors that they load up on their brands and make a leader out of their products, regardless of how that practice of extreme price-cutting demoralized the market. Such sales tactics must stop. It is unfair that a majority of the manufacturers' brands should suffer from the reputation of the few who tend to promote price demoralization in many markets.

So I repeat, my suggestion to manufacturers is slow down on your craze for volume and speed up on your efforts for a moderate normal profit on what you sell.

To Chain-Store Operators.

My message is very brief. I know today that you are as actively concerned over profits as is any other group in the food industry. I know that you desire to see profitless selling eliminated. So I bring to

you this thought: Drastic price merchandising has had its day with the consumer. Drastic price merchandising no longer pulls new volume, so I urge you to watch your opportunity and to instruct your merchandising people to mark up each brand as the opportunity presents itself, so that each item pays its own way as it passes through the channels of distribution in your stores.

To the Wholesale Grocers.

I suggest that you give thought to the elimination of unsound price competition between yourselves. It is not necessary to meet everybody's price on leaders. This fallacious theory has been responsible for much of the profitless selling by wholesalers during the last several years.

I suggest further that through your salesmen you carry to the independent retailers whom you serve the thought that there is an improvement in the consumer pricing of popular selling brands in most markets at the present time, and that this improvement can be continued and increased if the independents will avail themselves of every community opportunity to obtain a fair price on the brands which they sell. I suggest, further, this thought, that the merchant who gives service can command a premium over the price of the non-service merchant.

* * *

In conclusion, it must be clearly understood that I do not urge the abolition of price-cutting. No plan could be devised that could practically and legally accomplish any such cure at the present time. However, I do urge, instead, a course of intelligent individual action calling for the abolition of the most drastic forms of price-cutting, and of the extermination of methods and practices which encourage a continuance of this evil.

Edrolax to Ruthrauff & Ryan

Edros Natural Products, Inc., New York, manufacturer of Edrolax, has appointed Ruthrauff & Ryan, Inc., advertising agency, to direct its advertising account.

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AMERICA'S GOLD SPOT

The Salt River Valley, Arizona, known as the "Gold Spot" of America, is composed of Phoenix and immediate suburbs. Sixty miles long, ten to fifteen miles wide, any point easily accessible over a system of 440 miles of concrete highway, the valley has become an agricultural garden with an unfailing source of irrigation.

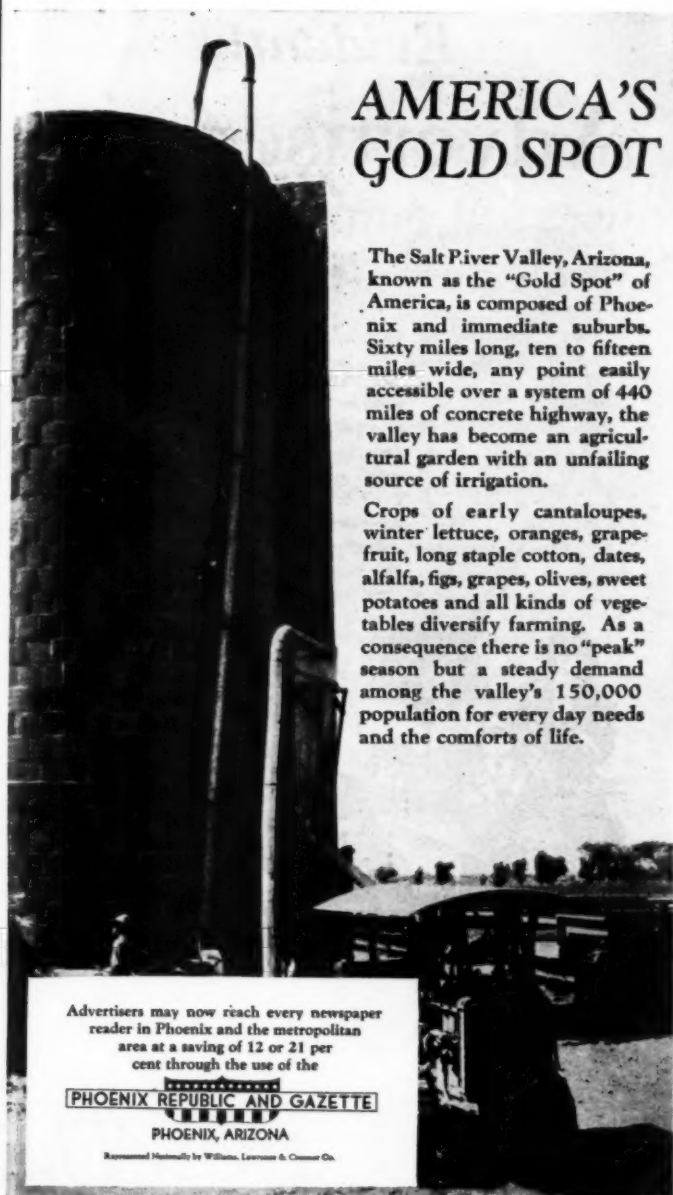
Crops of early cantaloupes, winter lettuce, oranges, grapefruit, long staple cotton, dates, alfalfa, figs, grapes, olives, sweet potatoes and all kinds of vegetables diversify farming. As a consequence there is no "peak" season but a steady demand among the valley's 150,000 population for every day needs and the comforts of life.

Advertisers may now reach every newspaper reader in Phoenix and the metropolitan area at a saving of 12 or 21 per cent through the use of the

PHOENIX REPUBLIC AND GAZETTE

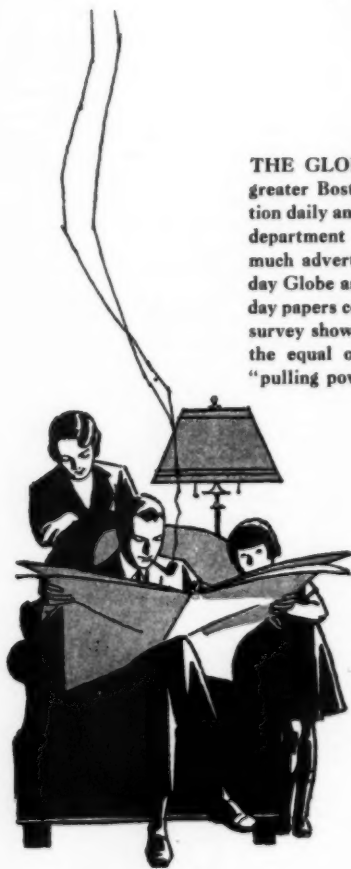
PHOENIX, ARIZONA

Represented Nationally by Williams, Leavitt & Co. Inc.



Evidently Advertisements

THE GLOBE is the only paper in greater Boston that holds its circulation daily and Sunday. In 1930, Boston department stores placed nearly as much advertising in the Boston Sunday Globe as in all other Boston Sunday papers combined. And the AAAA survey shows that the daily edition is the equal of the Sunday edition in "pulling power."



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ts are News—for Globe readers prove they like them

151 communities do their *buying* in Boston's retail stores according to the merchants themselves.

Naturally, these suburban shoppers make up their minds—before they pay a fare to make their purchases.

The Boston Globe holds a place all its own as a shopper's guide in this great trading center of nearly 3,000,000 people.

Even the make-up of the paper—almost unique in newspaperdom—places advertising news on a par with editorial content.

If Bostonians didn't *want* to read the advertised offerings of Boston merchants, the circulation of this paper wouldn't have grown steadily through its fifty years of service.

Approximately 250,000 families served by Boston retail merchants read the Globe *because they like it*. No premiums—no contests—no inducements of any kind have ever been offered to build up this circulation.

• • •

See for yourself how the Boston Globe is built for the home and for the advertiser alike. Send for a few copies and study the unusual make-up of this sheet. Follow the lead of the experienced Boston merchants—concentrate on the daily and Sunday editions of

The Boston Globe

A Dollar Invested in Advertising Is a Dollar, These Days

How Testing Enables International Nickel to Know What Its Direct Mail Will Do, and Makes the Program Pay

SHREWD advertisers have learned a lot since appropriations came under careful scrutiny and, like the International Nickel Company, their plans for sales promotion in 1932 insure a careful check as to where their advertising dollars will go and what they will do.

Testing is the watchword. Advertisers are calling their shots.

How this is being done in direct mail is well illustrated in a campaign now being conducted by International Nickel. This established advertiser is, for the first time, introducing a finished product to Mr. and Mrs. Consumer. The problem now is to obtain distribution through plumbers. The company knows the target it wants to hit and has carefully worked out a plan to see that its campaign bags its game with a minimum of wasted ammunition.

The product is a kitchen sink. While new to the public, it will meet with recognition because the public, and the trade even more so, will know it not to be an ordinary sink. It will be made of Monel Metal.

Here is a trade name which has been long advertised. Further the product has been on the market long enough to prove that it is satisfactory.

The company has studied the sales possibilities for its new Monel Metal product. It is convinced that it will

benefit from the prestige that attaches itself to Monel Metal. It feels it has a good sales producer for the trade. It also feels, the trade will recognize this fact.

Is the company going to lay down a barrage that will go indiscriminately to these 40,000 plumbers? It is not. It seeks from 2,000 to 3,000 only of those plumbers whose merchandising ability to handle a high grade product is recommended. Already the



First: Pick out homes in your community that are approximately 10 years old or older, or those you know need a new sink, and that are owned by families in good circumstances.

1



When we receive the Mail-Block we will address and mail to your property a sales-building booklet, impregnated with your name together with a letter.

4



Your prospects will read this booklet with keen interest because it tells them how to increase the value of their best investment—their homes.

7



The next step is a personal call by you, to clinch the sale. You probably will find your prospects ready to talk business.

10

Sequence Pictures Take Dealers Through the "Sales Starter" Plan Step by Step. Here Are Four of Them

company has started to call its shots with a direct-mail campaign to the prospects of these recommended plumber-merchandisers.

First the company built a select list of 500 plumbing jobbers. To these was sent a letter requesting lists of their customers. Plumbers with more than mechanical ability are wanted. Those with merchandising ability are sought, as is frankly stated in the letter which follows:

"Until now your job and ours in the sale of Monel Metal kitchen sinks has been to establish distribution. Thousands of plumbers have been told the story of the 'Silvery Sink.' They have received our dealer helps and are carrying them through to consumers.

"It is now time to go full speed ahead with special activities directed toward creating consumer sales. Our first step in this direction is a most unique and effective campaign called the 'Sales Starter Plan.'

"This is not just another so-called sales booster of the ordinary type. It is a plan, extremely simple in operation, which has been tested and proved. It will result in sales. It is only for merchandising plumbers whose names are given us by the jobbers with whom we are actively working.

"Will you kindly give us the names and addresses of your merchandising customers restricting the list to those who do a selling job? The 'Sales Starter Plan' is now on the press. You will soon get the complete story.

"Here is something to produce actual replacement business NOW. Your co-operation and prompt action is certain to result in mutual good.

Very truly yours,

L. R. LARSON,

Household Division.

"P. S. As a matter of convenience, we are enclosing a sheet on which you can list your merchandising plumbers

to whom we should offer the 'Sales Starter Plan.' This is in duplicate so that you can keep one for your records.

"L. R. L."

The sheet to which this letter refers was in incomplete letter form. It was addressed to the International Nickel Company, and carried but one typed paragraph, which read:

"Below we are listing our merchandising plumbers to whom we suggest you offer the 'Sales Starter Plan.'"

"Very truly yours" and a line for name and address complete the letter. All that was necessary for the jobber to do was to select his customers, list them on the sheets, forward the original and keep the duplicate for file.

Three weeks later a follow-up letter was sent to jog those jobbers who were slow in supplying a list of names.

Recommended plumbers received an invitation in enlarged telegraph blank style. This is labeled a "Sink-o-gram." Mailed in a large window envelope, the four-page message stirred curiosity by its large lettered name and address of the plumber to whom it was sent. The plumber was told that he was chosen one of a select list to use the new "sales starter" plan.

On the second page was a description of the plan and a review of Monel Metal sink sales features.

National Advertising Is Explained

Twelve sketches on the third page pictured how the sales starter plan would work in operation. The fourth page was devoted to an explanation of national advertising plans.

This "Sink-o-gram" introduced the second phase of control in the direct-mail program. Dealers could easily send in a list of names. International Nickel doesn't want just "names," it wants prospects. To this end, the invitation to dealers encloses a blank for ten names. Thus discrimination is subtly exercised.

If only ten prospects are to receive sales literature, then the ad-

★ ★ ★ It Takes

Superficial Coverage
won't do the job
NATION'S BUSINESS,
alone, of all
Business Magazines,
offers PENETRATION

City by city—industry by industry, NATION'S BUSINESS is ready to prove with actual subscriber checks, giving individual names and titles, that its PENETRATION of the business market is economical and adequate. In circulation, in reader regard and in low cost, its leadership is unquestioned.

Penetration to Sell the Business Market . . .

IN WASHINGTON, for instance:

Among 20 of the 24 leading business establishments of the city, NATION'S BUSINESS has 61 executive subscribers.

That's 83% coverage of firms, and an average of 3 officers and directors in each.

That's **PENETRATION**

vertiser must be spending money, most dealers will reason. He will be more careful to list only those whom he knows need and can afford a Monel Metal sink. The list is on a form which can be folded and sealed with a glued flap. The two-cent stamp for mailing is the dealer's only expense involved.

Worth-while information is made easy to give in a list of questions on the blank. Dealers are asked to check "yes" or "no" as to whether they have a showroom, a show window and, in all, seven questions which enable the company to determine his merchandising status and his willingness to co-operate.

Every Plumber's List Is Acknowledged

On receipt of prospect lists from a plumber, the company writes a letter of acknowledgment. He is told that each prospect has received duplicates of an enclosed letter and booklet, each booklet carrying an imprint of his name and address.

Significant of the lengths to which the company is prepared to go, is this paragraph from the letter: "If you want more information, or if you line up a good prospect that you cannot close, please let us know. We would like to help you."

With the letter goes a score card to be filled in and returned after the plumber has interviewed his ten prospects. Three things are to be reported:

Is the present sink good, fair or poor?

Is prospect interested in Monel sinks?

Will prospect inspect Monel sink?

The twenty-four page booklet sent to prospects makes no mention of Monel sinks on the cover or on the first six pages, though one is illustrated on the cover. Kitchen plans and facts about sinks are discussed, the question of color is taken up and, on the tenth page, "Let's Bring the Kitchen Up to Date," Monel sinks are introduced and their service features presented.

No attempt is made to make the literature sent the prospect arti-

ficially personal. The letter of enclosure, if it could be called a letter, is printed. It is addressed "Dear Home Owner." In the upper right a kitchen corner is illustrated. Opposite appears "The plumber whose name appears on the cover has asked us to send you the enclosed booklet."

From this summary of the campaign it will be seen that there is much detail to a controlled campaign. Every caution is exercised, as, for example, withholding mailings of "Sink-o-grams" to plumbers whose names came in over the holidays. It was believed, that plumbers would not be in the mood for personal calls, so the campaign gets more intensively under way January 15.

After all, one can only expect to get results in proportion to the energy spent to get them. Direct mail, just prepared and mailed, can't hope to measure up against selectivity and timely watchfulness.

It takes time to aim but then the shot is more certain to hit the bull's-eye.

We Liked It, Too

WILLIAMS OIL-O-MATIC HEATING CORPORATION

BLOOMINGTON, ILL., DEC. 21, 1931

Editor of PRINTERS' INK:

We note in your issue, which has just come to our attention, the article entitled, "Turning a Deficit Into a Profit" [Dec. 17, p. 17].

We certainly appreciate your interest in our organization and we are very much pleased with the article, as it has been splendidly written. We sincerely hope this will be of benefit to your many readers.

D. M. FRANK,
Advertising Manager.

Joins Washington, D. C. Agency

Jeffrey Abel, formerly with the Federal American National Bank, has joined the staff of Henry J. Kaufman, Washington, D. C., advertising agency. He will be in charge of financial accounts and a newly created specialty advertising department.

With San Francisco "Chronicle"

R. W. Madison, formerly national advertising manager of the San Francisco Examiner, has been appointed national advertising manager of the San Francisco Chronicle.

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Kroger Gives Price-Crazy Chains a Copy Lesson

Without Advertising Price It Draws 18,074 People to Opening of New
Cleveland Store

"GRAND Opening! 17 Boxes of Jell-O for 21 cents! Lowest Prices in the State! One Dozen Cans Campbell Soup for 62 cents! Price! Price! Price!"

Those may not be the exact words but they certainly convey the impression that many chain groups endeavor to get over to the supposedly price-hungry public when they are about to open a store.

"Great Stars! What's Kroger Going to Do?"

"Right when people are all a-twitter, fussed with this, that and the other, Kroger opens a grocery store—a new grocery store—right downtown in the business district. Whoever heard of such outlandish goings-on?"

That's the way The Kroger Grocery & Baking Company commenced an advertisement announcing the opening of a new store at 307 Prospect Avenue, Cleveland, Ohio. There was lots more copy, too, but nowhere the mention of a price. Rather talk such as this:

"Pies, thick and luscious. Flaky patty shells. Stollens. Rolls for breakfast that make everything else taste better. . . . Here they wait—dainty—pleading—desiring only to melt in your mouth and make you understand how good they are." Or

"Vast, refrigerated chests of meat. Everything—just everything. Fresh cuts dare you to look without a watering mouth. . . . Sausages that make you long for more and more. Smithfield hams, suh, and pheasants of the blood royal. Jumbo squabs, guinea hens, and capons—and come, there is good old ham-burger, too!"

Great Stars! What is Kroger doing? Forgetting about price? Not talking about bargains? Actually talking about food as though it were something to eat and not just something you save money with?

Kroger, according to an official of the company, is doing all of those things with a very definite policy in mind. In various large cities it is opening up de luxe food markets. The first of these was the now famous Cincinnati store which, started as an experiment for which many experienced men predicted plenty of losses, almost from the first day turned into a profit-maker. Into these stores have gone the same care and thought with reference to store layout, color, design, fixtures and service that goes into the finest department stores. They are all located in preferred shopping centers and have, in addition to the usual grocery department, delicatessen, meat, fish, cigar, magazine, cordials, fresh fruits and vegetable departments, as well as fountains and luncheonettes.

They do sell merchandise at low



prices since that is part of the Kroger policy. However, the company has felt that in the future chains are going to have to depend a lot more on quality and lot less on price than in the past. Therefore, in the planning and advertising of these stores the chain has put something quite different from the average. The Cleveland newspaper campaign shows what Kroger feels is the something different that will bring the kind of customers it wants.

Of course, the final answer to any advertising campaign is that of results. Will advertising that doesn't splash price all over the page bring people to the store? Kroger is ready to answer a pretty definite "Yes." The Cleveland campaign, for instance, brought 18,074 people to the store on the opening day with a great many people turned away. Traffic on Prospect Avenue was completely blocked and special police had to be called to take the situation in hand.

Mason Regulator Acquires Neilan

The Mason Regulator Company, Boston, has acquired the Neilan Company, Ltd., Los Angeles, manufacturer of regulating equipment. Louis H. Brendel, formerly advertising manager of the Neilan company, has been transferred to Boston where he will direct the advertising of both companies, beginning January 1.

R. T. Whitcraft with Hurty-Peck

Robert T. Whitcraft, formerly of Canten & Whitcraft, Marion, Ind., advertising agency, has been appointed export manager of Hurty-Peck & Company, Indianapolis, manufacturing chemists.

H. B. Tatem Advanced by "Virginian-Pilot"

Heywood B. Tatem has been appointed advertising manager of the Norfolk, Va., *Virginian-Pilot*. He has been with the paper for the last six years as an advertising salesman and succeeds J. T. Newman.

With Hunt-Lundstedt

E. M. Sharrock, formerly with Brinckhoff, Inc., Chicago advertising agency, has joined Hunt-Lundstedt & Company, advertising agency also of that city, as an account executive.

Votes for "Progress and Poverty"

NEW YORK, N. Y.

Editor of PRINTERS' INK:

I have before me your excellent and interesting list of "Books for Business Reference," which I extracted from your issue of Nov. 26, for future reference.

Perhaps no book, other than the Bible and Shakespeare, has been read by and has influenced so many people as Henry George's "Progress and Poverty." This book took economics out of the realm of "The Dismal Science" and made it a living and vital thing. Trace back the inspiration of most leaders of economic thought and you will find that this book awoke them to the underlying economic and social forces, and started them on their courses of thought and action.

A book which has within it the power to arouse and influence people which this book has should certainly be of interest to advertising men whose whole job is to arouse and influence people to new desires and new understanding.

Its theme and message are especially appropriate at this time when we are even more than usually oppressed by the riddle of poverty amidst plenty.

A. H. JENKINS.

Frozen Foods Association Extends Activities

The Frozen Foods Association, founded in Atlanta nearly a year ago, has extended its activities by the formation of an Equipment Division. An office of the new division has just been opened in the United Artists Building, Detroit, and the work will be in charge of William Jabine, executive secretary. Mr. Jabine has been identified with refrigeration since January, 1930, when he was appointed editor of *Electric Refrigeration News*.

Elimination of duplication of effort in research and similar activities will be undertaken by the new division as part of its plan of action. A committee will be appointed to work out standard requirements for display and storage cases for quick frozen foods.

Cleveland Bank Appoints Wilson Agency

The Midland Bank, Cleveland, has appointed Edwin Bird Wilson, Inc., New York advertising agency, to direct its advertising account.

Joins Seattle Agency

Reed Elliott, formerly head of his own advertising agency at Santa Barbara, Calif., has joined the staff of the Izzard Advertising Agency, Seattle, as an account executive.

Returns to Rochester Paper

John H. Tovey has again joined the Rochester, N. Y., *Democrat & Chronicle*, as counselor-manager of the classified department. He was formerly with that paper as classified counselor.

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IN Sales Management's recent survey of spending power, in which it lists the counties in the United States with a spendable money income of \$100,000,-000.00 or more, The District of Columbia (which is Washington City) ranks sixteenth with a spendable income of \$526,701,-000.00 and has the *largest per capita* of any county save one, while it ranks twenty-third in population.

Here is a self-contained market, rich in its spendable income; with business normal and can be completely reached by *one newspaper—The Star—*Evening and Sunday, for 97% of *The Star's* evening circulation and 96% of its Sunday circulation, being *confined strictly to the Washington Market*—comprising the District of Columbia and 25 miles shopping radius into Maryland and Virginia.

New York Office
DAN A. CARROLL
110 E. 42nd St.

Chicago Office
J. E. LUTZ
Lake Michigan Bldg.





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Girders

THERE'S something wholly dependable about steel girders. They are symbolic of strength, of rigidity, of endurance for generations.

Right today certain advertisers are fitting girders into place — for bigger, stronger, more enduring business structures.

They are doing it by their advertising; seeking not only immediate sales, which are needed, but seeking also that which is even more necessary and not so elusive — public belief in the integrity of their products and themselves.

You have to admire and respect them — for their straight thinking; their clear vision; their courage of convictions; their sane recognition that right now public confidence, sapped by price-hysteria, is eagerly “for sale” to him who bids for it.

Never has been greater need than now for sensible advertising; soundly planned, aimed straight at that root-element of *all* buying — Confidence. For human nature and mind are just as receptive as they ever were; just as eager to find merchandise to be whole-heartedly trusted.

He who grasps this opportunity needs vision to invest in profits; faith to rivet his girders with confidence; nerve to use common sense.

Williams & Cunnyingham
Advertising

6 NORTH MICHIGAN AVENUE • CHICAGO

PHILADELPHIA ROCKFORD



Able-to-buy readers buy QUALITY newspapers



READING HABITS reflect buying habits, and so reading matter finds its own level.

Able-to-Buy families demand a sane, well-edited newspaper, and having money to spend, they can afford that kind of a newspaper, but families in low rental districts are not in such a fortunate position, for they must sacrifice quality for price in their newspapers, just as in buying merchandise.

A concentrated quality circulation among Able-to-Buy families

moves advertised goods at a profit, while cheap newspapers, with large circulations in cheap neighborhoods, where the cost of selling to dealers is prohibitive, can't move advertised goods in sufficient volume to justify their use.

In Portland half of the people buy 85 per cent of the advertised goods. The Oregonian, which sells for considerably more money than other Portland newspapers, circulates among these people. It goes into the Able-to-Buy homes.

The Portland Market Study is shown only by appointment. Advertisers who want to increase their profits and reduce selling expenses are invited to instruct their Portland representative to see it.

The Oregonian

PORTLAND, OREGON

National Representatives

WILLIAMS, LAWRENCE & CRESMER

New York

Chicago

Detroit

San Francisco

Los Angeles

Seattle

Why Wrigley Increases His Advertising in Bad Times

Experience Has Taught Him That Advertising Receives Greater Attention During a Depression

By E. E. Allen, Jr.

[EDITORIAL NOTE: The success story of the Wm. Wrigley, Jr., Company is familiar to most advertising men. But the story of the part that advertising has played in the growth of this company is always worth telling again. The following article, which appeared in *Barron's*, brings the Wrigley story up to date. Anyone interested in reading further details about Wrigley's advertising and selling policies may obtain from *PRINTERS' INK* a list giving the titles, dates of issues and page numbers of all the articles that have appeared in *PRINTERS' INK* and *PRINTERS' INK MONTHLY* discussing this company's activities.]

BORN in Philadelphia in 1861, William Wrigley, Jr., entered his father's soap factory at the age of thirteen, and soon went on the road as a salesman, a position which he held for almost twenty years. Settling in Chicago in 1891, he took on baking powder as a side line with such success that in the following year he abandoned soap altogether. As a sales stimulus he had been utilizing the premium idea, offering dealers their choice of many articles for house or store use. Included among premiums was chewing gum, which quickly proved so much more popular than the baking powder that again he switched, this time investing his entire capital of \$5,000 in the manufacture and distribution of gum.

In spite of occasional reverses, which included two fires, his enterprise grew rapidly, and by dint of forceful advertising, he soon became the dominant factor in the industry. Even his early brands of "Vassar," "Pepsin" and "Sweet Sixteen" were known from coast to coast. His later products, "Spearmint," "Doublemint," "Juicy

Fruit" and "P. K.'s" are known the world over.

Not incorporated until November, 1910, and then a close corporation for almost nine years, the organization was only vaguely known to the financial world prior to the first public offering of its stock in September, 1919. At that time, the company had annual net sales of upwards of \$18,000,000, while net earnings available for dividends on its 443,000 shares of \$25 par common stock amounted to \$3,993,000, equivalent to \$9.01 per share. Production capacity was reported at 5,000,000 five-cent packages per day.

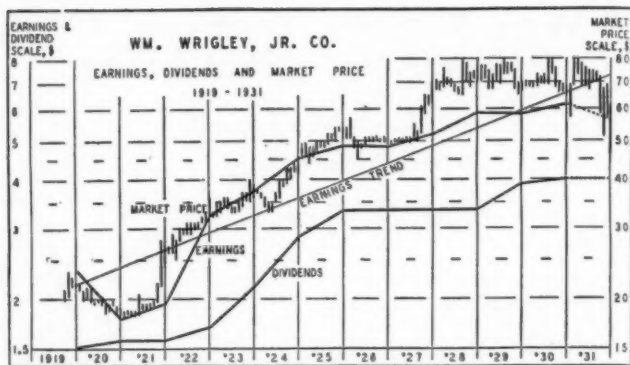
In the past eleven years, output and profits have expanded enormously. Sales are no longer reported, but plant capacity exceeds 8,900,000 packages daily. Gross profits (after interest, but before allowance for depreciation and taxes) have more than doubled to \$24,301,000 (as of 1930) and the balance for dividends has trebled to \$12,297,000.

	Gross profit	Net for common
1930	\$24,301,000	\$12,297,000
1929	23,562,000	11,608,000
1928	22,782,000	11,069,000
1927	*	9,767,000
1926	18,113,000	9,100,000
1925	18,246,000	9,147,000
1924	17,134,000	8,539,000
1923	16,572,000	7,047,000
1922	11,629,000	6,120,000
1921	*	3,606,000
1920	*	3,294,000
1919	*	3,993,000

*Not available.

Mr. Wrigley himself will tell you that this splendid growth has resulted from two policies: First, advertising his product far and wide, and second, maintaining, even increasing, advertising appropriations in times of business depressions.

Aside from claiming to "whiten the teeth," "sweeten the breath,"



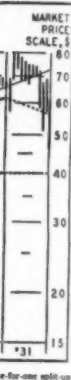
All factors in the above chart are adjusted for: 10% stock dividend in April, 1922; 10% stock dividend in December, 1923; three-for-one split-up in December, 1923; 5% stock dividend in July, 1929.

and "aid the digestion," the advertising has stressed neither health nor any other appeal to any great degree. The advertising history of Wrigley's gum in the United States has been one of brute force. The aim has been to place advertisements in every conceivable location, and to command the attention of every man, woman, and child.

The logic thus of dominating the field was brought home to Mr. Wrigley forcibly, when, late in the 90's, he invested the first \$100,000 he had been able to save in an advertising campaign intended to capture New York City by storm. The results, however, were sadly disillusioning. So many others were clamoring for the public's attention that his \$100,000 was as ineffective as "attacking a fort with a pop gun." Yet he saved a similar amount and tried again, this time with a different type of copy, thinking that perhaps the fault lay there rather than in the method of attack. But this attempt was as fruitless as the first. So the third \$100,000 was spent in upper New York State in a screaming campaign that left the good citizens aghast. One could hardly turn around without having the thought of "Wrigley's Gum" driven into his conscious or sub-conscious mind. Neither artistic nor esthetic perhaps, yet so successful that the

policy has been continued down to today with larger and larger sums. Altogether some \$75,000,000 has been invested in advertising in the twenty-one years of the company's existence, with appropriations during 1931 reaching a new high of \$6,000,000; and records show that the volume of sales has been almost a direct reflection of the amount expended for this purpose.

Mr. Wrigley's second advertising policy—in some respects a corollary of the first—was learned in 1907. Because of that depression, many business men had effected drastic reductions in their advertising programs. Mr. Wrigley, on the contrary, reasoned that here was a made-to-order opportunity for him to produce twice the effect with the same expenditure of money. Not only would his advertising receive greater recognition, since fewer manufacturers were competing for the public's attention, but also he could obtain the better locations—middle space in street cars, back covers of magazines, and important street corners for billboards—which hitherto had been reserved for more favored clients. So he doubled his appropriations for that year, and, even to his own surprise, found that the increased profits fully repaid the cost. So impressed was he with the soundness of this idea that he adhered to it in the depressions of 1914,



1921, and 1931, and even went so far as to reserve until the bluest time of 1921 the introduction of his latest product—P. K.'s—which was ready for market a year and a half previous.

Teaching the Orient to Chew

Touring the Orient in 1913, Mr. Wrigley was impressed with the tremendous yet undeveloped market there for his product. True, the Japanese, unlike their brethren to the south, had to be taught even *how* to chew. But that was merely an obstacle to be overcome. In order to carry his message to the people, he resurrected methods reminiscent of our almost forgotten medicine men of the 19th century. Bands were hired, banner carriers and sandwich men commandeered, and lecturers employed. In troupes these people traveled the kingdom from end to end until the missionary work was done. The process was then repeated in China with comparable success, although it soon was discovered that here unit sales would be small. Being an underpaid race, and naturally thrifty, it was no uncommon experience for a Chinese to purchase as little as one-third of a stick, which, in turn, might be shared among two or more people. For the same reason they saved their gum, even more so than is done by the youth of the United States.

With the Orient converted to his product, Wrigley turned to other foreign fields, and gradually built up an export business that today requires the printing of wrappers in eighteen different languages, to be distributed in practically every important city in the world.

In Europe the sales of chewing gum were given great impetus by the World War. Hitherto the demand in England and France had been negligible, and the habit regarded as typically American. But from the Doughboys, their allies learned the value of gum as a provider of sugar, a substitute for water, and an antidote for overstrained nerves. From the soldiers,

the habit spread to the civilian population sufficiently to justify the establishment of factories in England, Germany, and Australia.

During the war years and those immediately following, Wrigley had occasion to establish another policy that has stood him in good stead in times of depression. Costs were pyramiding. Sugar, which ordinarily represented about 60 per cent of the cost of gum, rose to five times its normal price. Chicle did almost the same, and labor and printing expenses skyrocketed. His factory was able to handle only about one-half the orders received, and dealers were offering as high as a 50 per cent premium for full shipments. Yet in spite of the tremendous pressure to raise his price, he refused to do so. A package of gum always had sold at 5 cents, and he just could not visualize its selling at anything different; nor would he ask the middleman and dealer to give up any of their spread.

Costs Catch Up with Price

For a time the width of the old profit margin, aided by increased volume, absorbed mounting costs; but in 1919, costs caught up with price and during February and March, 1920, were actually ahead by 3 cents per 100 sticks. The following month, however, saw the beginning of the deflation, and then the benefits of his policy began to make themselves apparent. Not only did dealers, appreciating the treatment they had received, go out of their way to avoid cancellation of orders, but also those devoid of sentiment continued to purchase, having no reason to hold back their orders in anticipation of a price decline.

Anyone writing a letter to the Wrigley company today is likely to receive a reply written on cotton cloth. This is Mr. Wrigley's way of making good on his promise to purchase a bale of Southern cotton for each case of chewing gum sold in the twelve cotton-producing States. He estimates that by this operation some 100,000,000 pounds of cotton will be

taken off the market during 1931. Of course, he does not intend to use it all for letter paper, for cotton stationery would average about three times the cost of any good grade of bond, but some of it will be used in this way and the balance held for resale at higher prices or for disposal abroad.

Wrigley Bought Wheat, Too

Similarly, in the early part of this year Mr. Wrigley arranged to buy wheat with the proceeds of all sales in the three Canadian provinces of Manitoba, Saskatchewan and Alberta. In August he purchased nineteen carloads of Gem razors which were sold to the retail trade under a combination offer of one razor and twenty packages of gum for \$1.25.

These stunts may appear somewhat unusual, yet their advertising value is tremendous, and if he is fortunate as he was in similar operations seventeen years ago, he will make money on the deals.

The accompanying chart pictures the course of earnings, dividends and monthly market range of Wrigley common stock from 1919 to date. Being presented on ratio paper, the relative movements of all three series are comparable. Here may be seen the shrinking earnings occasioned by the inflated costs of 1920, the moderate recovery in 1921, the rapid progress to 1928 and the hesitation of the past three years. Here also one may observe an unusual conformity of market price to earnings, the ratio being consistently ten times, prior to the inflationary market of 1928 and 1929. But even more remarkable is the resistance which the stock has exhibited on the down-side. In the crash of two years ago the stock fluctuated only fifteen points (80-65) and even at its 1931 low of 46, it was selling at 57 per cent of its all-time high. One can name well-known bonds with a less stable market record.

In the chart, \$5.60 has been used as the earning power of the common stock in 1931. This is an estimate, based upon the performance for the first nine months of

this year. Giving consideration to the fact that in 1931 profits of foreign subsidiaries are included in each quarterly statement, whereas in 1930 the entire year's profits from that source—45 cents a share—are lumped into the final quarter, one may observe a gradual gain in earning power throughout this period. This growth reflects the aggressive advertising, the elimination (in September, 1930) of the 10-cent per pound import duty on chicle, and the low raw-material cost for all of the principal ingredients of chewing gum, which currently have declined to the lowest levels reached in many years.

The showing by quarters contrasts as follows:

		Quarterly Earnings	
		1931	1930
First quarter	†\$1.18	\$1.32
Second quarter	†1.53	1.51
Third quarter	†1.52	1.70
Fourth quarter	†1.37	1.62
		\$5.60	\$6.15

†Includes 33 cents non-recurring profit. ‡Includes quarter's profits of foreign subsidiaries. §Includes year's profits of foreign subsidiaries. *Estimate.

Whether or not the trend of future earnings will conform to that of the past twelve years is, of course, a matter of conjecture. The company is not without competition, and there must be a saturation point somewhere. But, as Mr. Wrigley said in 1916: "The limit which we visualized ten years ago has now been passed ten times over," and the annual sales of chewing gum in this country keep on increasing from eight sticks per capita at the time when Mr. Wrigley first entered the business, to almost 100 sticks per capita today.

Joins Lanpher & Schonfarber

Carleton Goff, formerly with the Brown & Sharpe Manufacturing Company, and Dan C. Huntley, artist, have joined the staff of Lanpher & Schonfarber, Inc., Providence, R. I., advertising agency.

Appoints Addison Vars

The Sponge-Aire Seat Corporation, Buffalo, N. Y., has appointed Addison Vars, Inc., advertising agency of that city, to direct its advertising account.

I'm Fed Up on Dieting



Right after I began eating foodless meals, this epidemic of "All you can eat for 45 cents" swept the country, and the thought of all I was missing gave me indigestion. But, beginning January 1, I'm going to eat till it hurts. And really, out here where men are men and a 5-course dinner is just a snack, eating is one of our favorite indoor sports. In fact, there are 2,313,813 insatiable appetites in the Los Angeles Metropolitan District—the hugest market any food manufacturer could envision! And because food purveyors know the public taste, The Examiner's gain in food lineage in November, 1931, as compared with November, 1930, was greater than that of any other major newspaper in Los Angeles. Furthermore, during the first eleven months of 1931, as compared with those of 1930, The Examiner gained 143,945 lines of food advertising—the only Los Angeles major newspaper gaining in this classification during this period! So whether you're selling something to eat or something to wear or anything that's new and intriguing, tell these opulent and voracious Moderns about it through the largest morning and Sunday circulation in the West—more than 200,000 daily and in excess of 450,000 Sunday. Happy New Year—bring on those gastronomic delights!

W. W. CHEW
572 Madison Ave.
New York

S. P. LA DUE
625 Hearst Bldg.
San Francisco

J. D. GALBRAITH
812 Hearst Bldg.
Chicago

A. R. BARTLETT
3-129 General Motors Bldg.
Detroit

LOS ANGELES EXAMINER

Put Your Message Before the Moderns

Dress Circle

AA-101	\$22 ⁵⁰	"DRESS CIRCLE"	"AFTER DARK"
			A new presentation
			OLSON'S 74th STREET & BROADWAY NEW YORK Open Evenings

INGENUITY in the direct-mail piece, while it cannot carry the whole burden, may often provide the initial interest which will make it stand out from other pieces in the consumer's mail. The above mailing piece sent out by Olson's, New York, a retail dress firm, is a twelve-page booklet the cover of which is designed as a theater ticket in the "Dress Circle" to a show by the name of "After Dark." The cover is reproduced here.

What makes the booklet especially interesting is the fact that this "theater" theme is maintained throughout.

One page of the booklet is devoted to listing a "supporting cast" of gloves, earrings, etc., while the introductory copy reads: "'After Dark' is a new misses' production in which every frock plays a stellar role."

The four middle pages of the booklet are devoted to drawings of the dresses.

+ + +

Testing Time for Leaders

OUT of every panic emerge new leaders. That is not an unusual phenomenon, for such unsettled conditions spur human thought, which is responsive to the stress of adversity. It is then that the minds of the people concentrate on how to correct the obstacles standing in the way of their progress.

The old leaders are toppled off their pedestal because it is the habit of the public to charge them with inability to successfully control critical situations. Such is one of the responsibilities of leadership.

Reprinted by special permission from
The Financial World.

The casualties since 1930 to notable reputations have been tremendous. Names that were eulogized when mentioned during the hectic boom of 1929 now are met with disdain and sneers.

While this is a hard attitude to assume toward those who undoubtedly have exerted their best thoughts to overcome a crisis, it is a condition attached to fame. When the clouds clear, then will come some modifications of this spirit of distrust.

Meanwhile other leaders will rise—men who have acquired a reputation for having done something of an outstanding character to raise them to public esteem.

We are winding up another year of Leadership

—in circulation

—in retail advertising

—in general advertising

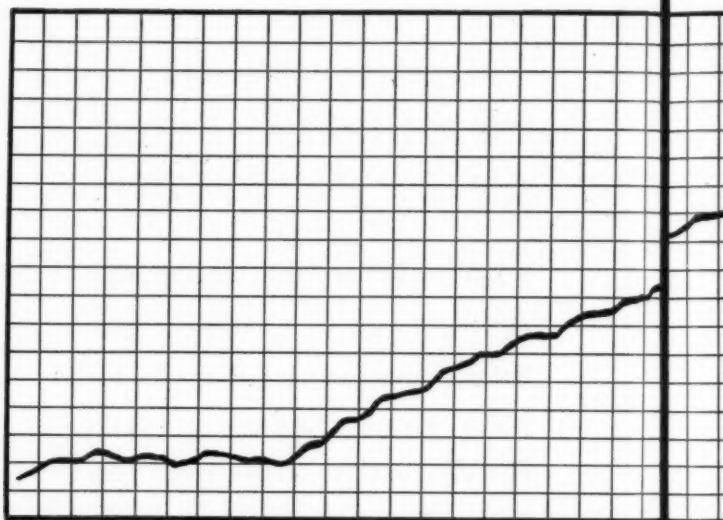
—in classified advertising

**For thirty - seven
consecutive years the
San Francisco Examiner
has maintained this
leadership among all
newspapers in Northern
and Central California.**

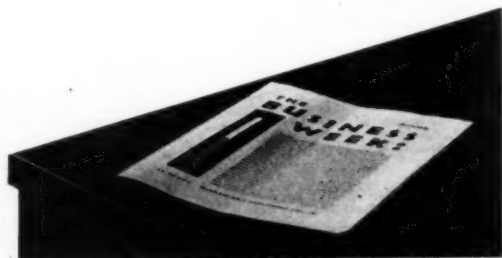
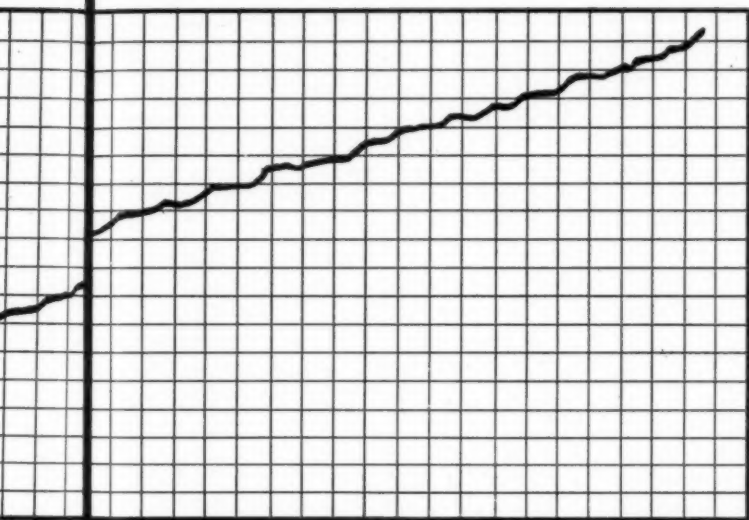
San Francisco EXAMINER

COURSE:

NortEa



East by North



Avery & Aspinall, New Window Display Firm

Avery & Aspinall, Inc., with offices at 122 East 42nd Street, New York, has been organized to specialize in window display advertising. The new firm will also represent the Massillon-Cleveland-Akron Sign Company.

Herbert I. Avery, formerly with the General Outdoor Advertising Company, New York, is president. Joseph Aspinall, 2nd, formerly art director of Smith, Sturgis & Moore, Inc., New York, is treasurer-secretary.

Questions Fleischmann Testimonials

The Federal Trade Commission has cited the Fleischmann Company, New York, to show cause why it should not be made to cease and desist certain of its advertising policies. The citation said the company was using paid testimonials in its advertising without saying that they had been paid for. Standard Brands, Inc., which controls the yeast company, also was cited.

Miss E. C. Stamler Joins Biow

Miss Eugenie C. Stamler, recently space buyer and account executive with the Peck Advertising Agency, Inc., New York, has joined The Biow Company, advertising agency, also of that city, in a similar capacity. She was at one time with Moser & Cotins, Brown & Lyon, Inc., advertising agency, also as space buyer and account executive.

"Fire Engineering" to Become Monthly

Effective January 1, 1932, *Fire Engineering*, published by the Case-Shepherd-Mann Publishing Corporation, New York, will be issued monthly instead of bi-weekly. It will appear on the tenth of each month.

"American Agriculturist" Appoints E. Katz Agency

The *American Agriculturist*, New York, has appointed the E. Katz Special Advertising Agency, publishers' representative, as its advertising representative.

Marlboro Account to Biow

Philip Morris & Company, Ltd., New York, has appointed The Biow Company, advertising agency of that city, to direct the advertising of its Marlboro cigarettes.

The Virginia Art Bag Studio, Lynchburg, Va., has appointed Grant & Wadsworth and Casmir, Inc., New York advertising agency, to direct its advertising account.

Display Installation Group Makes Plans for 1932

Plans for the coming year were discussed at a recent meeting of the executive committee of the Display Installation Association. It was decided to enter upon a co-operative advertising campaign in business papers and to use co-operative direct-mail advertising monthly.

R. S. Raleigh, president of the association, described several surveys which have been made by him and Samuel J. Hanick, secretary, during the last year on major products advertised through window display installations. This information will be released to the public in the near future. The next special meeting of the committee will be held in January in New York.

Death of K. L. Ames, Sr.

Knowlton L. Ames, Sr., owner of the *Chicago Journal of Commerce*, and chairman of the board of directors of the Booth Fisheries Company, died at Chicago last week. He founded the *Journal of Commerce* in 1920 in association with A. M. Lawrence. A year later he became sole owner of the newspaper.

Mr. Ames had been president of the Booth Fisheries Company from 1909 until October of the present year when he became chairman of the board. He was sixty-two years old.

Heads Trade and Class Journal Group

Louis Sondheim, publisher of the *Northwest Insurance News*, was elected president of the Trade & Class Journal Association at its annual meeting held recently at Portland, Ore. C. C. Crow, publisher of the *Pacific Coast Lumber Digest*, was elected vice-president. H. W. Burton, advertising manager of the *Four L. Lumber News*, was made secretary-treasurer.

Has Three New Accounts

Advertising Producers-Associated, Inc., Chicago, has been appointed to handle the advertising of the Austin Manufacturing Company, Harvey, Ill., and the Austin Western Road Machinery Company, Chicago.

T. W. McNeill Engineering Equipment Company, Chicago, has also placed its advertising account with Advertising Producers-Associated.

Appoints Campbell-Sanford

Trexler Farms, Allentown, Pa., have appointed the Campbell-Sanford Advertising Company, Toledo, to direct their advertising account. This account will be directed by the Cleveland office of the Campbell-Sanford agency.

G. Raymond Conover has been appointed manager of sales of the loose-leaf and art leather products division of the National Publishing Company, Philadelphia.

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Big Sellers of Tomorrow

PENNINGTON GILBERT SHOE COMPANY
ROLLA, Mo.

Editor of PRINTERS' INK:

Will you please give me a list of new products that seem to have the qualities or characteristics or appearance of future national "Sellers"—products that satisfy new needs or desires, or, on the other hand, old needs or desires in a new way?

In replying please except the radio, the electric clock and the electric refrigerator as I am familiar with them.

WM. PENNINGTON.

THAT is a large question Mr. Pennington asks us. We are not going to take on the job of prophesying. The makers of electric ranges are going to put the same sort of ideas and aggressive advertising policies behind their products as the electrical refrigerator makers, clock producers and radio manufacturers have done. That may be one of the lines which is going to show a big increase in the future. Air conditioning for houses is going to have much thought given to it.

A multitude of product engineers is busily engaged in designing new products to fit the needs and desires of diminished purchasing power. Who can tell what they are going to develop? The industrial history of the past has proved that an idea added to many an old prosaic product may make a big seller. Sinks, towels, food products are cases in point.

Who could have told, for example, that an idea picked up from an old Indian woman years before would have made Thinies a national sensation in 1931 for the Johnson Educator Food Company. Loose-Wiles' idea of crackers as Christmas tree decorations made them a big seller, as described in last week's issue of PRINTERS' INK.

Week by week and month by month the files of PRINTERS' INK show that the most old-fashioned and homely products with new ideas added to them and aggressive advertising to sell the ideas have become national sellers and money-makers in a short period of time.

In laboratories, in back-rooms of factories, in presidents' and general managers' offices, in research organizations and in advertising agencies, ideas are now being worked out to add imagination to many old products and to create new ones. The ingenuity and imagination of manufacturers and their advisers, plus the force of adequate advertising, is going to make the same record in the future as it did in the past.

People's needs and desires don't die off when they lie dormant in periods such as this. There are going to be scores of national sellers in the next few years. In the meantime, Mr. Pennington, keep your eye on electric ranges.—
(Ed. PRINTERS' INK.)

Savings Bank Group Plans 1932 Campaign

Group Five, Savings Bank Association of New York, comprising the savings banks of Brooklyn, Long Island and Staten Island, has appointed Albert Frank & Company, New York advertising agency, to direct its co-operative advertising campaign. The campaign, which is being sponsored by twenty-two savings banks in Brooklyn and ten in Queens, will use both institutional and sales copy and will stress the extra margin of safety which has been built into the savings banks and will emphasize the provisions of the law designed to safeguard depositors. Newspaper and outdoor advertising will be used in the campaign which will begin early in 1932.

Joins Sacks Agency

Wilfred Gunther, formerly with the Periodical Publishing Company, Grand Rapids, Mich., has joined The Sacks Company, Inc., New York advertising agency, as an account executive.

Appointed by Brooks Brothers

Brooks Brothers, New York, men's and boys' clothing, have appointed Riegel & Leffingwell, Inc., New York advertising agency, to direct their advertising account.

Hotel Account to Tuthill

The Herald Square Hotel, New York, has appointed the Tuthill Advertising Agency, Inc., of that city, to direct its advertising account. Newspapers and direct mail will be used.

Joins Forth Worth "Press"

Clifford Bryson, formerly with the Okmulgee Times-Democrat, has joined the advertising staff of the Fort Worth Press.

Volume Was Off, So They Sold Their Distributing Ability

Kraft-Phenix Will Use Existing Marketing Set-up to Distribute the Product of Another Manufacturer

SALES at a standstill. Profits tapering off. A good sales force that ought to be kept intact and an efficient distributing system operating at perhaps 60 per cent of capacity. Fixed charges going on day after day in spite of it all.

What can the advertiser who finds himself in such a situation do about it?

A couple of years ago he would have looked around a bit to see if he couldn't promote a merger that promised a way out. Now that the bloom has rubbed off the merger idea, some other expedient needs to be sought. Perhaps one of the most promising moves that an advertiser face to face with such disturbing conditions can make is to: (1) Dig up a product of merit that fits into his general marketing plan, and (2) work out an arrangement by which his distributing organization can sell that product.

That is precisely what the Kraft-Phenix Cheese Corporation has arranged to do. The product, Oven-Ready buttermilk biscuits, is a packaged, unbaked biscuit that comes to the consumer ready to place in the oven for baking. Ballard & Ballard, flour millers of Louisville, Ky., make it. Kraft-Phenix will sell, advertise and distribute it.

Thus Kraft-Phenix proposes to create additional sales volume by giving its sales force and its distributors something new to handle that fits smoothly into their present activities. The new product, so far as can be determined, does not overload the distributing organization in any

way. It will cost very little more to market OvenReady biscuits than it costs now to market the Kraft-Phenix line, so there is every prospect of plussing profits without adding greatly to distribution costs. So far as Ballard & Ballard are concerned, they are assured of quick, nation-wide distribution of their product. There is no necessity on their part for building up sales in one section, then another and so on. They are left free to concentrate on production.

Of course the biscuits have already been tried out in several markets and have proved themselves. The idea of buying a biscuit all ready to be baked seems to be brand new to most women. Apparently they like it. The idea of making such a biscuit originated with a Bowling Green, Ky., baker a couple of years ago.

Bowling Green, while not in the deep South, is somewhere near the capital of the hot-bread belt where folks take their biscuits, corn bread (made without sugar, please suh), waffles and similar edibles seriously. So when L. K. Willoughby, who had a bakery in Bowling Green, began selling a biscuit that was just about as good as the woman in his community could make, it didn't take him long to get a reputation and plenty of sales. Moving to Louisville, he found a wider market. There an advertising man called the attention of Ballard & Ballard to the product and its possibilities.

Ballard & Ballard are well known south of the Ohio River through their Obelisk flour, a



large seller in that section. In the North Ballard & Ballard have made little effort to get distribution for their line, a fact that led to the Kraft-Phenix arrangement as soon as the sales possibilities of OvenReady biscuits had been ascertained by various tests.

These tests, by the way, verged on the sensational in their results. In Atlanta sales jumped from 600 packages a day to 6,000 within a month. There are ten biscuits in a package, it might be mentioned here. In Indianapolis at the end of a 30-day try-out, sales were 30,000 packages a week. Chicago bought 100,000 packages in a week. A sales crew was used in each of these cities but there was no advertising, except for that which National Tea gave to the product in Chicago in its regular newspaper advertising.

The idea of a tie-up between a manufacturer of a product that possesses real sales possibilities whose distributing organization is inadequate and the manufacturer with a selling organization that can carry a bigger load is, of course, not new. However, in times like the present such a linking of specialized resources possesses unusual significance, offering to each type of manufacturer an avenue leading to greater profits. Perhaps if it does nothing else, it will serve to make management realize the tremendous

value of a good distributing organization, while hinting at the advisability of doing some real sleuthing to find a means of using that organization's abilities to the utmost. The prospect of added sales without adding greatly to sales expense should be inviting enough to warrant hunting around for a product that can be taken on.

In this case Kraft-Phenix has built over the last ten or twelve years a selling and distributing force that gets into nearly every section of the country regularly and often. So far as OvenReady biscuits are concerned, the Kraft-Phenix distribution is a "natural," for the biscuits are perishable.

Advertising plans are still somewhat short of completion although copy will appear within the next few weeks, it is anticipated. Kraft-Phenix will administer the advertising in collaboration with Ballard & Ballard. Ease of preparation and, of course, an entirely new conception of what biscuits should be will probably be the copy theme. Ease of preparation, it might be noted here, has already been the lever that opened one market. No one had counted on selling. OvenReady biscuits to hotels and restaurants, but several are buying them for their short orders. There are indications that the hotel and restaurant field may ultimately develop into a sizable market.

Packard Good-Will Worth Millions

By Alvan Macauley

President, Packard Motor Car Company

WE carry intangible assets at a dollar because that seems to be according to the best accounting practice. We don't have to boost our assets. Of course the good-will is probably worth millions but on account of the difficulty of determining its value, we place it at a dollar.

If we were to merge, I frankly don't know how to determine the

value of good-will. Our company, like other property, is worth what we can get for it. I would expect any sale merger to be negotiated between any two companies on a basis of market value with a reasonably high cost upon tangible assets.

Good-will, I suppose, may be said to be nearly synonymous with earning power.

This Firm Guarantees Dealers Against Falling Prices

THESE are days of falling prices. Hand-to-mouth buying is being aggravated by the tendency on the part of buyers to wait until the last minute before putting through orders so that they can take advantage of any further price declines.

A great many manufacturers are suffering in two ways. They have to handle a great many rush orders, and this is expensive. Also they are losing sales because dealers are understocked.

One group that is meeting the situation courageously, is the affiliated Sure-Fit Products Company and the National Sure-Fit Quilting Company, Inc. These two companies have built a three-plank merchandising platform in which a "Bond of Confidence" is the main plank.

This bond is a signed guarantee that Sure-Fit salesmen are permitted to sign and leave with buyers of the companies' cotton goods. It reads as follows:

"This is to certify that the Blank Company has purchased (goods bought to be listed here) and will be protected against a decline in the cotton market by the undersigned until February 1, 1932. In the event of a decline, the undersigned companies will readjust prices on all orders given and accepted from this time to February 1, 1932, to their prices on that date and refund the difference to the purchaser."

signed companies will readjust prices on all orders given and accepted from this time to February 1, 1932 to their prices on that date and refund the difference to the purchaser."

The second plank in the program is a new reduction in prices. Third is the suggestion to department stores that they put on a "January Cotton Month" featuring not only Sure-Fit products, backed by these price reductions and price protection, but also all cotton goods and domestics.

Cotton Month Idea Is Being Advertised

Business-paper advertising and a dramatic broadside sent to merchandise managers and buyers are being used to suggest the "Cotton Month" idea. To this broadside is pasted a full-page newspaper advertisement used by a prominent New York department store in promoting a cotton event such as that suggested. This broadside also points out that the usual January White Sales and clearance sales are on the way out and suggests the substitution of the cotton event feature as a stimulus to business in the "after the rush" month of January.

Bond of Confidence	
<i>This is to Certify that</i>	
Has purchased	and will be protected against a decline in the Cotton Market by the undersigned until February First, 1932. In the event of a decline, the undersigned companies will readjust prices on all orders given and accepted from this time to February First, 1932, to their prices on that date and refund the difference to the purchaser.
<hr/> <hr/> <hr/> <hr/>	SURE-FIT PRODUCTS CO. NATIONAL SURE-FIT QUILTING CO., INC.
	Dated _____ 193
<small>This is the form of agreement to be given and to be binding on so when signed by our authorized representatives.</small>	

Resolved:

That Mr. Wise Advertiser will direct his 1932 advertising messages to the families who can afford to buy advertised products.

Here are 4 tremendously important points regarding the Pacific Northwest Market.

1. *Seven* out of every *ten* buying families in the city of Seattle belong to the Post-Intelligencer's great reading family.
2. In the Seattle suburbs, the ratio is *six* out of every *ten* buying families.
3. In the 17 counties surrounding Seattle, which is known as "Seattle's Market Box," between *three* and *four* out of every *ten* are Post-Intelligencer families.
4. *The Seattle Post-Intelligencer reaches the largest number of families with the ability to buy nationally advertised merchandise, in the Pacific Northwest Market.*

A half million other facts concerning the Seattle market are available to you through our nearest national representative.

W. W. CHEW.....572-6 Madison Ave., New York City
 J. D. GALBRAITH.....612 Hearst Bldg., Chicago, Ill.
 A. E. BARTLETT....3-129 Gen'l Motors Bldg., Detroit, Mich.
 SLAYTON P. LADUE..625 Hearst Bldg., San Francisco, Calif.

SEATTLE POST-INTELLIGENCER

The Quality Newspaper of the Northwest

Where Chains Buy Their Merchandise

Trade Commission Report Uncovers Data on Sources of Supply; Shows Number of Chains Doing Wholesale Business

[EDITORIAL NOTE:—The three reports on its chain-store survey which the Federal Trade Commission submitted to the Senate on December 22 show some striking tendencies in chain buying and selling. They indicate clearly the trend toward direct buying from manufacturers on the part of chains and also disclose that a surprisingly high volume of merchandise is sold by chains at wholesale.

The reports of the Commission are based on returns from 1,727 chains operating a total of 66,246 stores on December 1, 1928. Their total net retail sales for that year were in excess of \$5,000,000,000. It is obvious that developments during the last three years in the chain field must modify to a certain extent some of the Commission's findings but the report as a whole, even though a great deal of it is based on three-year-old figures, is worth close study.

Following are some high spots taken from the extended report.]

AS nearly as can be estimated, the 1,396 reporting chains in twenty-five different kinds of business purchased, in the aggregate, 93 per cent and manufactured 7 per cent of their total supply of merchandise. Less than 14 per cent of all reporting chains engage in manufacturing. Chains in five kinds of business do no manufacturing; namely, \$5-limit variety, men's furnishings, dry goods, general merchandise, and hardware chains.

Purchase from manufacturers is by far the most important source of chain-store merchandise, accounting for approximately 70 per cent of the aggregate supply of all chains. Three other sources—wholesalers, brokers and commission men, and growers and growers' organizations—each contribute approximately 7 per cent of the total supply.

A larger number of chains patronize manufacturers than those which patronize any other source of supply. Of all reporting chains, 92 per cent buy from manufacturers, and the volume obtained from that source comprises 75.5 per cent of the aggregate purchases of all chains. Here and in the following discussion the percentages given are based upon total purchases, excluding the 7 per cent of the total supply of merchandise which the chains manufacture for themselves. Although wholesalers supply only 7.9 per cent of chain purchases, 77 per cent of the chains patronize that source of supply. Brokers and commission men, furnishing 7.3 per cent of the total amount purchased, are patronized by 22 per cent of the chains; while 13 per cent of all reporting chains buy from growers and growers' organizations the 7.0 per cent of purchased merchandise which is obtained from that source.

* * *

In four of the twenty-five kinds of business less than 50 per cent of the reporting chains patronize wholesalers, but in eleven kinds of business, over 90 per cent of them do so. All of the reporting drug chains as well as all of the unlimited-price variety, dry goods, and general merchandise chains buy some merchandise from this source.

* * *

Dry goods and general merchandise chains purchase more than half of their merchandise from wholesalers, and in seven other kinds of business the proportion runs from 20 to above 40 per cent. This last group includes such important lines as the drug, meat, dry goods and apparel, and hardware chains. The grocery, department store, and men's furnishings chains also buy more than 10 per cent from wholesalers, and, if the

Great Atlantic and Pacific Tea Company and the Kroger Grocery and Baking Company be omitted, the purchases from wholesalers by the grocery and meat chains average 17.3 per cent of their total purchases. While these figures do not give any measure whatever of the effect of chain-store growth upon the business done by independent wholesalers they do show that the chains are still far from being as independent of the middlemen as may be commonly supposed.

* * *

In most lines of business, as the proportion purchased from manufacturers increases with an increase in the size of chain, there is a corresponding decrease in the proportion supplied by wholesalers. As the grocery and the grocery and meat chains increase in size, however, the increase in the proportion supplied by manufacturers is accompanied by increased purchases through brokers and commission men. In other words, the effect of size upon the distribution of purchases of these two types of chains becomes similar to its effect upon other lines of business only when the proportion purchased through brokers and commission men is combined with the proportion purchased direct from manufacturers.

* * *

The large grocery and grocery-and-meat chains are for the most part emphatic in stating that the demand for new items of merchandise is not built up through their stores, but must be developed through some other means before they put it on their shelves. The large variety and department-store chains, on the other hand, claim to be constantly on the alert for new lines of merchandise and for new opportunities of getting them produced at prices and specifications suitable for their stores.

* * *

One of the largest chains with total sales in 1930 of over \$200,000,000 reports that nearly 20 per cent of these sales were made at wholesale.

Two hundred of the 1,655 chains

answering the inquiry in respect to wholesale business report that they wholesale as well as retail. These chains operated 29,208 retail stores and had a total of \$1,835,484,202 retail sales in 1928. They account for nearly one-eighth of all chains, almost half the stores and more than one-third the total retail sales of all the chains reporting upon the question.

The 200 companies that do wholesaling in addition to their retail business include some of the largest chains in the country, which explains the high ratios of both retail stores and retail sales to the number of chain systems engaged in wholesaling. Eliminating data respecting two of the largest companies—The Great Atlantic & Pacific Tea Company and the Kroger Grocery & Baking Company—while the remaining 198 chains engaged in wholesaling would still represent about 12 per cent of the total chains, they would account for slightly less than 20 per cent of the stores and something over 17 per cent of the total retail sales.

* * *

On the average chains engaged in wholesaling operate about six times as many stores per chain as those which report no wholesale business. Again excluding the same two large companies (A & P and Kroger) the retail chains that wholesale average about twice the number of stores per chain as those that do not.

* * *

One hundred and thirteen of the 200 chains that wholesale, report a breakdown of their 1928 sales between wholesale and retail business. These chains operated 27,473 stores and had total sales of \$1,686,005,590 in 1928 of which 5.1 per cent (\$86,087,693) were sales at wholesale. But if the results for the two large chains are excluded, then the proportion of wholesale sales of the remaining 111 chains is much greater—well over 12 per cent.

* * *

Wholesaling is by far the most extensive among four kinds of chains—musical instruments, gro-

cery and meat, hardware, and confectionery, approximately in the order named. In each of these groups, the proportion of the chains engaged in wholesaling, of their stores, and of their retail sales all exceed 20 per cent.

The ratio of wholesale sales to total sales for the reporting chains is above 45 per cent in women's ready-to-wear, and dollar-limit variety, and is between 30 and 45 per cent in four of the wearing apparel lines, men's and women's ready-to-wear, millinery, women's shoe, and men's and women's shoe chains. In all these groups the number of reporting companies is rather limited.

"Is" or "Are" or Either

B. KUPPENHEIMER & CO. INC.
CHICAGO

Editor of PRINTERS' INK:

I have had difficulty finding authority for the decision on whether a firm name or firm style is considered singular or plural. Perhaps it varies according to whether the firm is a private enterprise, partnership, or corporation. Advice from you would be very much appreciated.

M. M. LEBENSBURGER.

WE don't wonder that Mr. Lebensburger has had difficulty finding an authoritative answer to his question. Our own style is to use singular for the John Smith Company and for the Smith & Jones Company. We use plural for John Smith & Company; Smith, Jones & Company; Smith and Jones, and singular where these firm names are followed by "Inc." An incorporated company, we feel, should be considered as an entity.

Not wishing to lay down a law, we consulted Dr. Frank H. Vizetelly. His idea is different. John Smith & Company, Inc., insofar as a corporated body is supposed to be without a soul, is, therefore, a unit. As the name implies, it represents more than one person, and that "Inc.," he contends, has nothing to do with language usage. He recommends the use of plural as though the "Inc." were not mentioned.

We then conferred with the New

York Times. There was no guiding rule in the style book, we were told, so our informant got in touch with the censorship department. Its ruling is that John Smith & Company, Inc., can take either singular or plural. The Times will accept either.

Seemingly, then, it is a matter of preference. Only a desire for consistency will impel a closer hewing to the line. For example, our usage is both right and consistent.—[Ed. PRINTERS' INK.]

Death of R. Bigelow Lockwood

R. Bigelow Lockwood, advertising counselor for the Atlantic district sales office of the McGraw-Hill Publishing Company and author of text books on industrial advertising and marketing, died last week at Yonkers, N. Y. Mr. Lockwood, who joined the McGraw-Hill organization in 1907, was a frequent contributor to advertising business papers, many of his articles having appeared in PRINTERS' INK. He was fifty years old at the time of his death.

T. C. Allen to Join Marathon Oil

T. C. Allen, formerly vice-president and account executive of the Rogers-Gano Advertising Agency, at the Tulsa, Okla., office, has been appointed director of advertising and public relations of the Marathon Oil Company, refining and marketing subsidiary of the Ohio Oil Company. This appointment is effective January 1.

R. H. Bacon Has Own Business

R. H. Bacon, formerly manager of advertising and publicity of Fairbanks, Morse & Company and, more recently, sales manager of the pump division of that company, has established an industrial news and publicity service at 201 North Wells Street, Chicago.

Ralph Kaye with Sweeney & James

Ralph Kaye has joined The Sweeney & James Company, Cleveland advertising agency, as an account executive. Until recently he was account executive and New York representative of Wm. B. Remington, Inc., Springfield, Mass., advertising agency.

Weldona Account to Presbrey

The Weldona Corporation, Atlantic City, N. J., manufacturer of pharmaceuticals, has placed its advertising account with the Frank Presbrey Company, New York advertising agency. Newspapers and magazines will be used.

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Philco Ready to Challenge 1932

There Will Be No Let-Down in Doing the Things Which, Done in the Past, Brought Success

WHERE some advertisers are hesitating over plans for 1932, The Philco Radio Company has mapped out the groundwork for next year's sales drive. It has called together 450 distributors and chief executives of the Philco distributing organization from all over the world to outline these plans so that the selling staff can go into 1932 confident that there will be no let-down in the aggressiveness and initiative which has lifted Philco to a strong position.

Boiled down to basic facts, the three-day sales conference this week at Philadelphia has been told that Philco will support its dealers with an improved product, no increase in price, and a greatly increased newspaper schedule.

The history of the Philco organization from its founding to date and the policy which it has followed through the depression period was reviewed in a talk made by James M. Skinner, president. "The depression should not scare us," he declared. "It hasn't hurt us yet. In the face of depression we have managed to bring our volume from 10 per cent of the total to 40 per cent of the total radio business of the country.

How Champions Lose Their Titles

"What heavyweight champion ever made a million dollars before he became champion? We did and we shall continue to make more if we continue to work. Every champion who ever lost his title, lost it because he stopped working, became over-confident and grew soft. This over-confidence and false sense of the security of our position is the biggest danger that faces us today just as it is the biggest danger that threatens the continuation of any success.

"It is more dangerous even than recognition of the depression and our own determination and effort during the last few years proves

conclusively that the depression can be licked by any organization with the determination to win out in the face of conditions no matter how unfavorable they may be.

"In 1928 our job was to walk before we ran; to make a good set, and to establish a reputation for quality.

Went After Volume in 1929

"In 1929 our job was to go out after volume and get it quickly before competition gained control.

"In 1930 the job was to expand the radio market which due to depression might have contracted the 2,500,000 sets. By the end of 1930 we were getting 28 per cent of the business but were recognized in the trade at large as only a temporary leader.

"In 1931 the job was to get such a high percentage of the market that Philco would be recognized as the unquestioned leader and so that there would be no competitors close enough to challenge our lead."

The two biggest things done to bring his company to the top, Mr. Skinner stated, were working hard enough despite the depression to outstrip competition and to give a lot of radio for the money.

"Philco has always protected its distributors, its dealers and the final owners of its sets," he said. "Philco has never dumped surplus stocks nor has it ever foisted obsolete models upon an unsuspecting public—and Philco never will.

"How splendidly our policy of protecting all of our customers, by giving them the biggest value, and of our own hard work in telling and showing the people of the world the value which we build into Philco sets has worked out, is most eloquently told in the Philco sales figures which show an increase of 391 per cent between 1928 and the end of 1931. Every current month shows an increase over the preceding month."

Selling Safety in Ontario

THERE'S a lesson for America in what is being done in Ontario, Canada. "Highway Safety Campaigns" have been selling safe driving to automobilists and a proper respect for their own skins to pedestrians in Ontario for the last four years.

Handled by an advertising agency, working under the direction of J. P. Bickell, Registrar of Motor Vehicles, Department of Highways, the 1931 campaign included newspaper and magazine advertising, blotters and booklets, radio talks by prominent persons, literature and posters for school use, and a motion picture specially produced by the Provincial Motion Picture Bureau. The bulk of the money goes into newspaper space.

These consistent educational efforts, in strong contrast to the sporadic streaks of highway accident prevention publicity in the United States, have saved lives and prevented injuries among at least two large classes of people—school children and drivers of trucks and delivery cars. In these two cases the additional force of discipline has been brought into action through school teachers and employers.

Here are a few headlines from newspaper copy used in Ontario, which will reveal its truly educational nature:

"On Curves and Hills Follow the Car Ahead"

"Make Sure at Every Crossing—You Risk Everything If You Don't"

"A Child is Your Risk—Drive Cautiously"

"There is No Excuse for Faulty Brakes!"

"Walk on the Left of Country Roads—Face the Traffic"

An effective poster, for use in the schools, carries the message, "Stop! Look! Listen! Before You Cross the Street. Use Your Eyes, Use Your Ears, Before You Use Your Feet." There are three points of emphasis through illustration: after "Use Your Eyes" is the face of an alert boy, with hand up shading his eyes; a boy with hand

cupped to his ear, drives home the next lesson; and under the line "Before You Use Your Feet" are the familiar foot-prints.

Children, of course, will always be the first consideration in any highway safety campaign. But adults pull monkey tricks on the highway time after time because they don't know any better. To meet the need of visitors to Ontario who have not had the benefit of the consistent campaign for safety, a little booklet has been prepared, with a heading, "Ontario Highways Must Be Kept Safe for Everybody." There is a foreword by the Minister of Highways on the cover. Inside is a synopsis of traffic laws and rules for safety. A "Motoring Log" and some detailed information as to distances over provincial highways make this booklet something the motorist is likely to keep and use.



**There is
NO EXCUSE
for faulty brakes!**

Many a life has been sacrificed to a set of faulty brakes.

They may have been thought to be in "pretty good condition" but they were just not good enough.

So little time is required to check over your braking system, so little expense is involved and the measure of safety provided is so great that driving with brakes which you cannot depend upon verges upon criminal negligence.

HAVE YOUR BRAKES TESTED NOW

ONTARIO DEPARTMENT OF HIGHWAYS
LIES & TRUTHS OF ONTARIO & MINISTERS OF HIGHWAYS

BALLYHOO

does 3 JOBS for you!

1. It provides you the maximum in reminder value!

BALLYHOO advertising is more thoroughly read than any other advertising in existence. Every reader reads your advertisement because every page pays its freight in fun. There is no disturbing jump from editorial matter to advertising, and your product shares in the good will which BALLYHOO earns by providing a moment of release.

2. It brings you word-of-mouth advertising!

Your ad in BALLYHOO is talked about—because it provides a pleasant break in the grim, monotonous seriousness of present selling methods—because it is unusual advertising—because it entertains in the BALLYHOO manner—because it makes interesting conversation—because it arouses controversy about whether it's paid for or not—because BALLYHOO itself is the talk of the nation.

3. It's a new way to merchandise your campaign!

Many who do not read your serious advertisements are spurred to do so in order to understand the point of the burlesques in BALLYHOO. This increases the number of readers for your entire advertising campaign . . . and peps up your whole sales force by preparing for them that priceless aid to salesmanship—a good humored audience!

The accomplishment of any one of these functions justifies BALLYHOO's place on your list. Realization of all three will make it one of the most valuable elements in your selling plans. (Ask us to tell you more.)

This Is the Way to Use the Census of Distribution Reports

An Explanation of the Scope and Usefulness of the Census Data as They Apply to Manufacturers

By Chauncey E. Warner, Jr.

U. S. Department of Commerce, Bureau of Census

THE final figures of the Census of Distribution are now being made available for use.

If they are to be of assistance in planning a more efficient distribution system, it is necessary that each individual who contemplates using the data be able to interpret and apply them in a practical manner. The figures must be self-explanatory.

It is suggested that the data be treated as presenting facts, rather than as a jumble of statistics, for to the average mind the word statistics represents a lot of what is sometimes meaningless and not easily understood masses of figures.

Figures Can Be Easily Interpreted

The figures presented can be easily interpreted, as well as being susceptible of translation into technical terms of research, marketing, advertising, and trade organizations.

Types of retail stores have been analyzed as to the commodities handled and business methods pursued in order that they be properly classified by type, and thus be able to present correlated data for each community, State, and the United States.

Establishments, both wholesale and retail, have likewise been classified on a basis of kind of business commensurate with the major line or lines of merchandise handled. In the wholesale bulletins, a wholesale "general line" classification means that the sales of two or more commodities shall predominate, and in the retail reports (except in specialty field) stores are classified on the basis of commonly understood practices and lines of merchandise carried. The classification of a wholesale

establishment in a specialty line is indicative of the fact that the sales by the establishment in such indicated commodity constitute more than 51 per cent of the total sales volume.

Confusion will be eliminated if attention is paid to the fact that while a kind of business classification is predicated upon the commodities handled, the volume of sales does not accurately reflect the sales value of such indicated commodity. The commodity tables will give such values.

In the designation of type of distributor as used in the wholesale census, those operating on the same functional plane receive the same type designation. Wholesale merchants, for instance, consist only of that great group of distributors who maintain places of business, carry stocks of merchandise, render a delivery service, extend credit, employ salesmen and perform the other functions of the typical wholesale merchant, whereas on the other hand, brokers operate on a different plane. Their function is defined as negotiating transactions between buyers and sellers; they do not take title to the goods to which their negotiations apply, nor do they ordinarily have possession of the goods, or finance clients.

Making Reports Easy to Understand

Remuneration is generally in the form of a commission or fee, and they make it a practice to advise clients as to market conditions. Seldom do they even handle the invoices of the goods sold or purchased.

To help in making the reports easier to understand, texts have been prepared to accompany all

distribution reports. In addition, the wholesale census has issued a bulletin designated "Distribution No. W-100," in which is clearly set forth the manner by which kinds of business have been classified, types of distributors designated, and concise definitions on the functions of various distributors engaged in the field of wholesaling. This bulletin is invaluable to anyone who is seeking a complete interpretation and practical application of the data.

The fact that such complete data are for the first time available brings up the question as to how they may be used most profitably.

Value of Data to Research Organizations

Research organizations will readily grasp the significance and value of the data, and will probably be able to apply the same in its greatest usefulness. The value to such organizations is already manifest in the constant demand for these figures in advance of publication dates. It is appreciated that the data available heretofore, in a limited scope, are now presented in such completeness that they will stand the most searching scrutiny and detailed study.

It is to these organizations that great credit is due for their efforts toward an increase in the efficiency of our distribution system. It is also anticipated that manufacturers, wholesalers and retailers will make practical use of these reports.

To be able to analyze for the first time the business methods of a group of establishments in any trade will prove a valuable education to any merchant or manufacturer, especially when further compared with the operations of his own establishment.

A manufacturer will use these data in determining sales policies, potential market areas for his products, the number of available wholesale outlets through which his products can be handled, the amount of consumer sales by areas, and the established retail outlets if he is engaged in selling direct to the retailer.

He can likewise determine whether to establish sales branches, district sales offices, or appoint selling agents if he is planning to invade new territory.

It is possible by study to follow the principle of selective distribution by concentrating on picked territories, and increasing sales in these areas, and further to revamp boundaries of the salesmen's territories. The manufacturer will be able to select in any area the more efficient type of distributor for his line of goods.

He is able to discover the location and strength of chain-store warehouses in any area.

Manufacturers can by study of the retail census reports reconstruct sales policies and promote sales by analyzing such factors as customers' returns and allowances, credit sales, availability of established retail distributors, and potential sales of the goods as evidenced by the number of retail outlets and the commodity sales by such outlets.

It is also possible by analysis of the retail and wholesale reports to work out satisfactory prices that make due allowance for operating costs. Such costs would not include net profits which are not covered by the census, but which should be allowed for in determining selling price.

It is generally true that sales are directly reflected in increase or decrease by the selling price, and an under-developed market will oftentimes be caused by the fact that only high-priced goods are available, and not because of lack of supply.

Competition can be accurately analyzed, and manufacturers are also helped in locating distributing warehouses at strategic points to facilitate quick delivery and storage of an ample supply of goods available for current requirements.

Value of Census of Hotels

Attention is called to the Census of Hotels and the Census of Construction which were carried on as a part of the Census of Distribution. The complete detailed data

regarding the hotel business in the United States should prove of value to the manufacturer and wholesaler who have in the past catered to this class of business, or who contemplate doing so in the future. Promotional efforts along this line will prove more profitable after a study of the census returns.

By reason of the construction census, the manufacturer and the wholesaler have for the first time the advantage of detailed information regarding this great industry, and it should prove of immense value to those in the supply and equipment trades catering to the construction business for such commodities as building material of all kinds, including structural iron and steel, as well as operating equipment. Care has been taken to present in the case of these two divisions of the Census of Distribution accurate and detailed information and the work in both cases has been in direct charge of those whose ability to handle this sort of information is unquestioned.

Comparisons Are Easy to Make

Too much stress cannot be laid on the fact that the reports have been so devised that comparisons can easily and accurately be made between various areas and communities, and various tables within each bulletin. The wholesale classifications, for instance, are built on the plan of the accord. If complete detail can be shown by 351 kinds of business, such has been done. If such detail is not possible to a large degree, then the classification of 351 is dropped to eighty-eight, such classifications being all-inclusive of the 351. If it becomes impossible to show the eighty-eight or major classifications in substance, they are then further consolidated into the twenty-four primary classifications which are all-inclusive of the eighty-eight and of the complete detail.

Every table can thus be compared with any other table on a kind of business basis. The same is true of the types of distributors.

They are completely detailed on some tables, on others presented only under the ten major groupings.

The data as issued will be further analyzed by bureau experts, and special studies in distribution are proposed in such trades as wearing apparel, radios, tires and tubes, jewelry, plumbing and heating equipment, furniture, paints and varnishes, etc.

Economic and merchandising studies are planned, and will include operating expenses of establishments, employment in distribution establishments, labor employed in construction, mortality in trade organizations, credit factors, chain-store operations for both wholesale and retail, country general stores, etc.

An over-estimate at this time of the value of these data is hardly possible, even by those who are closely connected with the work, for daily study reveals new uses and new channels through which the information can be applied in a helpful and practical manner.

Death of Arthur C. Haubold

Arthur C. Haubold, who was with the Chicago advertising staff of *The Farm Journal*, died on Christmas morning at Glencoe, Ill. He was well known in Middle Western publishing and advertising fields. His career began with the Phelps Publishing Company-Orange Judd Company Group of publications which he joined in 1903 as an office boy.

Later Mr. Haubold became advertising manager of the Chicago advertising office of the combined company. In 1917 he became owner and publisher of the *Orange Judd Farmer* which, later, was changed to the *Illinois Farmer*, which he sold about a year ago to the *Prairie Farmer*. After disposing of this property, Mr. Haubold joined *The Farm Journal*.

Shoe Account to Cleveland Agency

The 57 Nisley Shoe Stores, women's shoes, with factories at Columbus and Newark, Ohio, have appointed Frank R. Putnam, Cleveland advertising agency, to direct their advertising account.

New Chain Publication

The Voluntary Chain is the name of a new magazine, to be published monthly by the Voluntary Chain Institute, New York, in the interests of voluntary chain store groups. Headquarters are at 114 East 32nd Street.

Tailor-Made Advertising Help for Dealers

FOR two years, The Flintkote Company, maker of Flintkote roofing, has been operating a plan of personalized co-operative advertising in conjunction with distributors which, in conception and scope, is unique.

The basis of the plan is an information blank which the distributor is asked to fill in. This questionnaire corresponds in a measure to the client questionnaire used by some advertising agencies. It calls for such information as:

Number of roofing salesmen employed, population of area served, type of population, previous year's volume, best potential field for new work, best seller and poorest seller, the item the distributor is most anxious to push, how much he is willing to spend for a year's advertising of roofing products, detailed data about local newspapers, number of prospects of various kinds,

sort of mailing list kept by distributor, direct-mail advertising that has been done, distributor's use of signs, novelties, window displays, wall displays, etc.

On receipt of this blank, properly filled in, the company prepares a recommended campaign of advertising for the distributor. The recommendations show the total cost, cost borne by the distributor and the share borne by the manufacturer. The program is accompanied by specimens, the entire collection being suitably bound. This material is forwarded to the company's district sales manager who approves of the amount involved. He, in turn, submits the program to the distributor. If the distributor approves of the suggested campaign, he signs an agreement which is returned to the company's advertising department and the campaign is promptly put into motion.



Follow the Man in the Brown Hat

TOMASCHKE-ELLIOTT, INCORPORATED
OAKLAND, CALIF.

Editor of PRINTERS' INK:

Have any articles appeared in PRINTERS' INK during the past two years on the subject of copy; such as "How to develop the copy theme?"

CARL W. SICKLER.

A SPECIAL list (giving dates of issues and page numbers) of PRINTERS' INK articles telling how various copy writers have selected their talking points to develop their copy themes has been sent to Mr. Sickler.

Every sort of copy at various times in the history of advertising has had its enthusiastic boosters. At the present moment good old-fashioned shirt-sleeve selling copy seems to be on top. As a general rule, we know of no better way to develop a copy theme than the suggestion Cyrus Curtis once gave to a man writing copy for him when he said: "Follow that man

in the brown hat. Get on the ferry boat with him. Listen to what he talks about. Study him. He is the man I am after. Learn his language and you can write to him intelligently."

Seeman Brothers, Inc., invited various groups of women to take lunch with company officers at a New York hotel. As part of the regular menu one of the company's canned products was placed alongside the same item fresh from the market. Tests of the two with subsequent conversation on the subject developed a sincere copy angle.

Footwork, investigation among retailers and consumers, a close study of the product, the how and why of its action in use, these are fine ways to develop the sort of copy theme which meets present-day conditions.—[Ed. PRINTERS' INK.

How Welch Found Slogan for Tomato Juice

THE WELCH GRAPE JUICE COMPANY
WESTFIELD, N. Y.

Editor of PRINTERS' INK:

Please register in your columns our application of the statement "vitamin protected" tomato juice.

There are many brands of tomato juice on the market today and there are two reasons why people drink it: (1) Because they like it; (2) because people believe that it combines all the worthwhile vitamins.

However, when a consumer orders anybody's brand of tomato juice there is no assurance that it contains the health-building qualities.

You know it's a funny thing about tomato juice. The factor that destroys vitamins is oxygen. In the Welch process we have reduced to a minimum the contacts in process that expose the juice to the air.

Therefore we conceived the statement "vitamin protected."

HAROLD J. POTTER,
Advertising Manager.

WHEN an advertiser is looking for a slogan he can sit down and write at least a dozen without much thought. It is not unlikely that many of them will be general and even meaningless.

The slogans which are doing a real job are those that have a real meaning behind them. They are thought through with consideration for the idea that is to be conveyed to the consumer. The slogan that Welch has originated for its new tomato juice is an excellent example of how to find a theme.

"Vitamin Protected" has been registered in the PRINTERS' INK Clearing House of Advertised Phrases. The slogans listed below have also been added to our record which is the most complete of its kind.

PRINTERS' INK will not only register new slogans but also check the originality of advertising phrases before they are adopted.

Action Speaks Louder Than Words. Scene-in-Action Corp., Chicago, Ill.

America's Finest Bread. Langendorf United Bakeries, Inc., San Francisco, Calif.

An Investment for Permanence and Beauty. Sani Products Co., North Chicago, Ill.

As the Name Implies, Built for a Lifetime. Century Engineering Corp., Cedar Rapids, Iowa.

Be Chic—Chew Chicks. American Chewing Products Corp., Newark, N. J.

Brite-Lite Has a Brilliant Future. Brite-Lite Company, Greenfield, Mass.

Brite-Lite Makes Old Things New—Keeps New Things Bright. Brite-Lite Company, Greenfield, Mass.

Don't Ask for "Polish"—Demand Brite-Lite. Brite-Lite Company, Greenfield, Mass.

Drink Your Apple a Day. S. Martelli & Company, Watsonville, Calif.

Eat More Jolly Time Pop Corn. American Pop Corn Co., Sioux City, Iowa.

Empire Memorials—The Perfect Tribute. Empire Monument Co., Albany, N. Y.

Finest Bread in America. The Langendorf United Bakeries, Inc., San Francisco, Calif.

Fresh Air (Ventilating and Heating Equipment). John J. Nesbitt, Inc., Philadelphia, Pa.

Gas—Comfort Fuel. Philadelphia Gas Works Co., Philadelphia, Pa.

Gas—The Comfort Fuel. Philadelphia Gas Works Co., Philadelphia, Pa.

Good Mechanic's Choice. The United States Electrical Tool Co., Cincinnati, Ohio.

Guinness is Good for You. Arthur Guinness Son & Co., Ltd., Dublin, Ireland.

House of Values Where Yards of Thrift Are Sold. The Atlantic Mercantile Corp., New York, N. Y.

Invest in Nelson's Triple Culled Chix. Nelson's Hatchery, Packwood, Iowa.

It's a Challenge. The Challenge Machinery Co., Grand Haven, Mich.

Keep In Step With Paris (Shoes). Enzel-of-Paris, Inc., New York, N. Y.

Kid Flatters the Foot. The Kid Group, Tanners' Council of America, New York, N. Y.

Labels of Character. Atlas Label Co., Chicago, Ill.

Langendorf—Bakers of America's Finest Bread. Langendorf United Bakeries, Inc., San Francisco, Calif.

Langendorf Bread—Thoro Baked. Langendorf United Bakeries, Inc., San Francisco, Calif.

Langendorf Cakes—Like Homemade. Langendorf United Bakeries, Inc., San Francisco, Calif.

Look and Listen. Fairchild-Wood Visaphone Corp., New York, N. Y.

Make an Heirloom (Woodworkers' Tools). Woodcraft Supply Co., Boston, Mass.

Make This Startling Test (Tooth Paste). Bost. Inc., New York, N. Y.

National Fuel Heats Denver. The National Fuel Company, Denver, Colo.

Old Homestead Bread Makes Little Bodies Gain. Old Homestead Bakery, San Francisco, Calif.

Park Anywhere—Never Mind the Weather. Refiners, Inc., Dayton, Ohio.

Quality Requires No Apology (Hunters and campers clothing and equipment). Red Head Brand Company, Chicago, Ill.

Refreshing as the Rising Sun. American Chewing Products Corp., Newark, N. J.

Rely on Lead. Lead Industries Association, New York, N. Y.

Scientifically Correct Shoes for Juve-

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niles. H. W. Merriam Shoe Co., Balti-
more, Md.

Smoker's Friend, The. (Tooth Paste).
Bost, Inc., New York, N. Y.

Soap of Beautiful Women, The. Pro-
cter & Gamble Co., Cincinnati, Ohio.

Standard For More Than 30 Years,
The. Wm. E. Wright & Sons Co.,
Orange, N. J.

Sturdy to the Last. H. W. Merriam
Shoe Co., Baltimore, Md.

Trains That Railroad Men Buy For
Their Boys, The. Lionel Corporation,
New York, N. Y.

Visaphone Eye and Ear Method. Fair-
child-Wood Visaphone Corp., New York,
N. Y.

Vitamin Protected (tomato juice).
The Welch Grape Juice Company, West-
field, New York.

We Make It—We Guarantee It. Nor-
folk Paint & Varnish Co., Atlantic, Mass.

Worth—Another Name for Value. The
Lannon Mfg. Co., Tullahoma, Tenn.

Worth More From Cover to Core.
The Lannon Mfg. Co., Tullahoma, Tenn.

Yards of Thrift. Atlantic Mercantile
Corp., New York City.

—[Ed. PRINTERS' INK.]

J. F. Cunningham Acquires "Florida Grower"

The *Florida Grower*, Tampa, has been
purchased by John F. Cunningham from
the Florida Growers Publishing Com-
pany. Mr. Cunningham, who was for-
merly president of the Wisconsin
Farmer Company, Racine, Wis., pub-
lisher of the *Wisconsin Agriculturist and
Farmer*, has formed a new corporation
at Tampa, known as Florida Grower
Magazine, Inc., to operate the newly
acquired publication.

Marvin H. Walker will continue as
editor and Charles M. McLennan, as
advertising manager, of the *Florida
Grower*.

August Scherl Verlag Opens Promotion Department Here

The August Scherl Verlag, Berlin,
publisher of newspapers and periodicals,
has opened a promotional department at
New York under the management of
Theodore K. Asheuer. Mr. Asheuer
was formerly secretary of the Associa-
tion of German Advertising Agencies
and was recently with Erwin, Wasey &
Company.

The new department is located in the
offices of B. Westermann Company, 13
West 46th Street, advertising represen-
tative for the August Scherl Verlag.

DeForest Hulburd Retires as Elgin Watch Head

DeForest Hulburd has resigned as
president of the Elgin National Watch
Company, Chicago. This is in accor-
dance with his decision several years ago
to retire at the age of forty-five. Mr.
Hulburd succeeded his father, the late
Charles H. Hulburd, as president of the
company in 1924. He has been with
Elgin Watch for twenty-two years and
will continue as a director.

Chicago Manufacturers' Representatives Elect

J. A. Ginder, Quaker Oats Company,
has been elected president of the Chicago
Association of Manufacturers' Repre-
sentatives. He succeeds Dan B. Kelley,
Rumford Company.

L. R. Maxwell, Standard Brands, Inc.,
and E. D. Johnson, R. B. Davis Sales
Company, are the new first and second
vice-presidents respectively. M. J. Riley,
Kellogg Sales Company, has been elected
secretary, and W. G. Maikie, Allen B.
Wrisley Company, is the new treasurer.

Appointed by Eastman Kodak

The Eastman Kodak Company, Roch-
ester, N. Y., has appointed the Foreign
Advertising & Service Bureau, Inc.,
New York advertising agency, to handle
its Latin American advertising, effective
January 1, 1932. This appointment does
not affect the Eastman Kodak advertis-
ing now placed through the J. Walter
Thompson Company's Buenos Aires and
Sao Paulo offices.

Debette Account to Alec Moss

Alec Moss, New York advertising
agency, has been appointed to direct the
advertising of Debette shoes, bags and
hosiery. These products are distributed
by a group of independent dealers and
department stores throughout the coun-
try who own the brand name.

Spraco Company Appoints Sutherland

The Spraco Company, Boston, has ap-
pointed the K. R. Sutherland Company,
advertising agency of that city, to direct
its advertising account. Business papers
and direct mail will be used.

Buys Reno Paper

Fred W. McKechnie, recently owner
of the Marysville, Calif., *Democrat*
which he sold to Horace E. Thomas,
has purchased the Reno, Nev., *Nevada
State Journal*. James G. Scrugham, for-
mer governor of Nevada, retains a minor
interest in the paper.

Hal Hursh with "The Saturday Evening Post"

Hal Hursh, formerly Cleveland adver-
tising manager of *Nation's Business*, is
now on the Cleveland staff of *The Sat-
urday Evening Post*.

Leaves Hearst Newspapers

Herbert C. Everett has resigned as
general merchandising counselor of the
Hearst Newspapers. He plans to return
to the retail business with which he was
formerly connected.

Joins M. Glen Miller

Peg Winchester, news and feature
writer for several years in Chicago, has
joined the copy staff of M. Glen Miller,
advertising agency of that city.

Around the corner

AROUND the corner is the new year. As for prosperity being around the same corner—well, some prognosticators may have the answer; we haven't.

But this we do know—in bull market or bear market, there are certain tried and true principles of merchandising, selling and advertising that will enable any company to make the most of existing opportunities.

The January issue of **PRINTERS' INK MONTHLY** abounds with case material explaining how these basic principles are actually being used with success today.

"We Won't Accept an Order At a Loss"

HARRY R. CHAPMAN, general sales manager of the New England Confectionery Company, tells how and why this company turns down orders which are offered at a price that will not allow a profit. He also tells how they go out and get profitable business.

"Make Your Product Sell Itself"

The chains, as a result of their first-hand observation of consumer buying habits, are thoroughly informed on what the public wants. In this article, FRED L. TOMPKINS, vice-president, Louis K. Liggett Co., explains what the chains have learned about making a product sell itself. Ideas here for all manufacturers.

"Stretching the Printing Dollar"

The first of a series of two articles by WAYNE KILBOURNE, who shows how to avoid unnecessary expenses in designing and ordering printed material of all sorts without detracting from the advertising's pulling power.

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"Tremendous Tasks for Tiny Ads"

Large advertisers are using smaller space. Small-space advertisers are using still less space. The problem is how to make these tiny newspaper advertisements pull a double load. This article tells how.

"From Scythe Snaths to Baseball Bats"

How shall the small manufacturer who wants to branch out decide upon a new addition to his line? W. E. EDWARDS, president of a company that makes scythe snaths, relates how and why baseball bats were added.

Other articles in the January issue are:

"BABY BILLBOARD BLOTTERS." This series of blotters took a prize . . . "PAINLESS BUYING." How Kraft Cheese makes it easy for the customer to buy . . . "WOULD YOU READ YOUR OWN BOOKLET?" A splendid test to apply to any piece of printed matter . . . "41 DIRECT-MAIL IDEAS FOR YOUR BUSINESS." Some ideas here for all advertisers . . . "PACKAGE INSERTS THAT SELL" . . . "BUILDING SIDE-LINE SALES THROUGH CHAINS" . . . "MIS-BEHAVIORISM IN ADVERTISING ART."

PRINTERS' INK MONTHLY starts the New Year with a changed and improved product. On the front cover appears the first of a series indicating how American business men are using color work to help sell merchandise; inside are some choice examples of realism and result-getting photographs from abroad.

PRINTERS' INK MONTHLY

New size type—more pictures—new layouts

Dam of Repressed Buying Is Sure to Break One of These Days

DESIRE is like a brook. Let a brook alone and it flows along placidly, rarely overflowing its banks or doing much damage. Dam it up and soon there is a lake, and the bed of the brook below the dam is dry. But the lake keeps rising. No matter how strong or high it may be, it is only a matter of time before the water will flow over the top or burst the dam.

The desires of millions of people have been dammed by fear. And because these millions stopped buying, the desires of millions of others have been dammed by want.

A vast lake of repressed desire has formed.

They Still Want But Don't Buy

A family which used to buy a new car every other year in a casual sort of way now drives about in a five-year-old disgrace, almost sick with craving for a new model. A man who is down to the last threadbare suit of his sumptuous 1929 wardrobe is not indifferent to his shabbiness. He wants a suit of clothes so much that he winces every time he passes a clothing store. You know women. Does a woman cease wanting a thing just because she cannot afford it?

This great reservoir of desire is both a promise and a menace. The previous dam, caused by the war, burst. After four or five years of self-denial and deprivation, people got a bit hysterical when the strain eased, and plunged into an orgy of buying. They bought more than they could pay for. This brought overproduction, inflation and absurdly high prices. Then the deluge.

What most people mean, when they talk about good times coming back, is that the dam will presently burst. Business is down in the dry bed of the brook and is thirsty.

Reprinted by permission from "The Wedge," published by Batten, Barton, Durstine & Osborn, Inc.

But a few business men have conceived the brilliantly revolutionary idea of climbing up to the dam level and slaking their parched throats right from the reservoir instead of crawling about on their bellies hunting for a few drops which may have trickled over.

These advanced thinkers are constructing their own private sluiceways and are drawing off a satisfactory flow to spin their sales turbines. If the idea should spread, the pressure might be reduced to such an extent that the dam might not break after all, and those who are waiting hopefully down in the brook for the flood might stay thirsty for some time.

An automobile manufacturer will wind up the year sensationally ahead of last year. The producer of an automatic refrigerator has been equally successful. A clothing manufacturer is making provision for, and confidently expects, an enormous increase. Many concerns are weathering the depression in good shape and showing a profit.

It certainly will be conceded that advertising is most effective when desire is least satisfied. It is difficult to interest a man in dinner after he has dined. Advertising is unquestionably being read with more avidity today than in years. It is making an even stronger impression and is exerting a more powerful influence on present or future sales than when people were buying everything they wanted, practically on impulse.

There Is Still a Good Deal of Buying

The point is that there is still a good deal of buying. When business drops off 25 per cent, it by no means follows that an individual concern need drop in the same ratio. Of course, if all curled up in the dry brook and waited for the dam to break, all would suffer alike. But this private-sluiceway idea is proving an effective solution for the individual who adopts it.

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600 Fighting Retailers Boost Profits for This Manufacturer

(Continued from page 6)

better income. In my opinion no salesman should be on a straight salary basis, if any other arrangement can be worked out.

I want a man ambitious enough and confident enough in his ability to go to work on a basic salary just sufficient to cover his living expenses. Beyond that point I believe his income should depend on what he does. For that reason we pay our men a salary plus expenses with a commission on sales up to a certain point. When they hit that point they collect a bonus. Our 43 per cent gain in sales during 1930 over 1929 and our 30 per cent jump this year over 1930 have convinced me that this basis for paying salesmen is eminently fair and productive from the salesman's point of view as well as ours.

Mention of the gains in sales that we have made during periods when business has supposedly been difficult to get prompts me to add that every year we decrease the size of our salesmen's territories. In order to emphasize that point let me repeat it. As a matter of policy we constrict each sales territory each year. We find invariably that in so doing we have enlarged the selling opportunity of the individual man by making it possible for him to spend a greater amount of time with each prospect. How has this worked out? Well, we used to have one man covering Northern Illinois, Wisconsin, Minnesota and the Michigan Peninsula. Now we have nine men in that territory. We used to have one man in Ohio. Now we have five. Each man is producing more business than he ever did under the old arrangement and that's what counts. Remember, I am not defending a theory. I am talking about results.

Dealers and consumers used to regard all our products in the light of substitutes for other materials that had been used for long periods of time. Today that is no

longer the case. Presdwood, for example, is now sold and accepted as a basic material. Our research department has found literally scores of new uses for it. These new uses have made possible added sales volume. Besides this, new uses are suggested to us by many manufacturers in other industries. So important have these new uses become that recently we have been forced to departmentize our selling. For example, we have an industrial department now that contacts the automobile, the toy, the store equipment, the textile and a dozen other groups. One department is working exclusively on engineers and other structural groups selling tempered Presdwood for concrete forms. Another division handles Masonite flooring.

The Lumber Dealer of the Future

Notwithstanding these developments the lumber merchant is and probably will remain our major market. Events indicate that the successful lumber dealer of the future will operate a department store rather than a warehouse as in the past. His success will depend fundamentally on the wisdom with which he chooses the various specialties that he features and on his ability to get away from his office and actually sell materials to the man who can use them. We are intensely interested in this type of lumber merchant, and we believe that our future as a business depends very largely on the degree of co-operation between him and ourselves that we can establish.

So far as the key dealer is concerned he is virtually the pivot of our sales activities. He represents our most economical method of volume distribution. When we have sold him it is difficult for competitors to take him away. He is our ace in the hole. It's up to us to work with him—to co-operate with him to the limit and to help him prosper. In the years ahead it is my conviction that many an advertiser's success must be governed by the extent to which he can develop and make merchandisers out of the front-line troops.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1838 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President, J. I. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

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NEW YORK, DECEMBER 31, 1931

The Desire to Possess

Alfred P. Sloan, Jr., president, General Motors Corporation, sets the pace for all captains of industry, bankers and other leaders of thought in a New Year message made at the request of certain editors.

He thinks it is no time to make prophecies, on general economic situations, international political menaces and other movements out of the control of the individual. He admits that all these things are important and that they do influence the future.

It seems to Mr. Sloan, however, that individual business men are well justified in casting aside these problems and placing reliance upon two far more fundamental facts upon which the real foundation of industry is built. These two big things to which he calls national attention are the desire to possess and the willingness to work to possess. As he says:

"The mere fact that the economic machinery we are using to capitalize these fundamentals is more or less out of order, is inconsequential. In due course it will be repaired and thereby strengthened. It seems to me that those thoughts, elementary as they are, should provide the strongest basis of confidence for the future."

Mr. Sloan does industry a real service by calling its attention to these fundamentals. He also compliments the importance of advertising in the economic scheme. For certainly the creation of the desire to possess has always been the great primary function of sound advertising efforts. There can be no doubt of the fact that willingness to work is a very present factor everywhere in the United States at the present time.

What this outstanding manager is actually saying to all management in the United States is that they must now forget prophecies, generalities and fear and increase their efforts to create the desire to possess. The only part of the "economic machinery" mentioned by him which individual managers control is the advertising machinery. To make full and best use of it requires merely some money, courage, foresight and a belief in the future of America.

Any company which believes Mr. Sloan's words and has surplus in cash should certainly seize the present opportunity to build among the consumers a desire to possess its product both now and in the future when the turn does come. The time to advertise for double results is before people are ready to buy and when competition is cutting down its own promotion efforts.

Every concern which has a hope of emerging from the valley without losing its position in the industry must now push forward, not try to travel on momentum.

If every manager of a business in the United States will consider Mr. Sloan's idea with agreement and belief and then act upon that belief, much good could be accomplished along the lines of destroying the fear element which holds back individuals now.

An Ear for an Ear

The Federal Radio Commission's recommendation, last week, that every station owner give serious consideration to the Code of Ethics adopted by the National Association of Broadcasters is a compliment to the industry. It expresses confidence in broadcasters' willingness to correct from within the industry any weaknesses or unethical practices.

We commend a study of this code to advertisers. With their co-operation, the interests of advertiser, broadcaster and public will be protected. Without it, Governmental interference, now threatened, may become an actuality.

Where radio is justly criticized, the advertiser is not without responsibility. Much that is condemned today concerns practices which prevail only because program sponsors demand them.

Everything imaginable is being done to get the ear of the listener. So much so that the resultant clamor is deafening. In the new year both broadcaster and radio advertiser would do well to get their own ears closer to the public's opinion of what it is hearing, doesn't want to hear and would like to hear.

Druggist Saunders

Clarence Saunders, who made himself famous when he built and lost the Piggly-Wiggly stores, has thrown another bombshell. Perhaps like certain other Saunders bombshells it will be a dud, but for the present it is sizzling merrily.

Having recently organized a new chain of grocery stores, Mr. Saunders announces that each store eventually will be equipped with a drug department in which prescriptions will be filled at 50 per cent below normal prices at the time the store is opened. He admits that he is cutting the price in order to get business into his stores—and adds that if drug stores can handle grocery items he sees no reason why grocery stores shouldn't handle drugs.

A number of grocery chains

have carried small stocks of convenience drug items and as a rule have found that no great amount of business is to be built from this type of merchandise. PRINTERS' INK knows of several large drug manufacturers who have played with the idea of building sales through grocery stores but have given it up for fear of antagonizing regular drug channels. Even J. Frank Grimes decided to divorce groceries and drugs when he formed the I. D. A. as separate from his successful I. G. A.

With certain drug manufacturers contemplating consignment selling as the one hopeful method of controlling retail prices, it may be that Mr. Saunders is three or four years too late with his idea. Meanwhile the independent retailer and the manufacturer must feel confused as they wonder whether the grocery store is eventually to go the way of the drug store and become more like the old type of country cross-roads general store.

"We Do Not Advertise"

A quaint letter has come to us. It is a direct-mail solicitation for business. We quote a paragraph:

"Although we are today the oldest and largest investment counsel firm in the United States, it is very possible that our work may not have come to your attention." [Very possible, indeed, for we are not sure whether it has or it hasn't. We spot the statement as a first-
water enthusiasm.]

"We do not advertise." [This would account for our lack of certainty.]

"Hence, our growth must depend upon our records of accomplishment and the good-will of our clients." [And so must that of advertisers unless they wish to gamble with instead of invest their advertising appropriations in good-will development.]

"Because we do not advertise, we are able to expend a relatively greater proportion of our income annually upon investment research." [The firm, which we find is a leader in its field, practically confesses that its light is hidden under

a bushel. If it used advertising judiciously, it might be able to invest an even larger sum in research.]

Here is an example of a large and reputable concern writing business men that it does not advertise. It is advertising, though. Its letter is a solicitation for business through direct mail, but a poor example. It is apologetic.

If the firm advertised better, it could be more certain that its existence was known.

Coffee: A recent check in
97 Kinds 125 stores of La

Crosse, Wis., revealed ninety-seven different brands of coffee in stock, ninety-four of toilet soap, eighty of canned corn, eighty of canned fruits, eighty-one of canned peas.

These figures represent a condition present in average stores the country over: too many brands, fewer than fifteen of which can be recognized quickly by the buyer.

"Is it any wonder, in such a situation, that retail grocers fail to get turnover?" the *New England Grocer and Tradesman* asks. "No grocer can do justice to any one of a myriad number of brands."

On the other side of the picture consider Walter Kalbrier of Louisville, who with a stock of \$3,000 has sales of around \$126,000 a year, turning his stock forty-two times. *The Grocers' Magazine* quotes him as saying: "I have persistently stuck to nationally advertised brands because they move fast. I attribute my forty-two turns to the fact that I carry known brands."

This grocer concentrated on one brand of coffee.

One brand against ninety-seven. There is a big difference here worth thinking about.

Pinhead Henry Tetlow,
Loaves? a self-confessed
Little Business

Man, went into executive session with his distended hopes and fears and brought forth "The Twilight of Big Business," *The American Mercury* for December.

For those above the impression-

able age, it makes good reading. But all it says has been said before. Perhaps not so engagingly, nor with such vaunted abandon of reasonableness. Mr. Tetlow is a hearty scoffer, but not original.

No, Mr. Tetlow, bigness does not, of itself, constitute a virtue. Neither is bigness a crime. Bigness, little or big, may be good or bad.

But did you, perchance, ever try to bake a loaf the size of a pinhead? Can you comprehend why what is done in the big blast furnace cannot be duplicated in the little test tube? When you know the why of these things, ponder well and you will see that, *inherent* in Big Business are capabilities denied Little Business. Denied by the very nature of things.

Big Business is not immune to the casualties of progress or decay—any more than is Little Business. But it is a mistake to regard decline in some members of the species as a passing of the species.

The "They are making the fatal error of cheapening their product. Not only are they putting out products which will surely detract from their brand name, but they are unwittingly inviting competition." These sentences from an interview with John H. Moore, president, Kent Brush Sales Corporation, in **PRINTERS' INK**, December 24, 1931, might well be engrossed on parchment and hung in the executive offices of many companies that are now making plans for 1932.

Turning to reduced price as the one solution of their depression difficulties, many companies have cheapened their products and put them in a price class from which it will take years to raise them. As Mr. Moore points out, further than that, they have opened the door wide for competition.

PRINTERS' INK has been gratified during the last year to be able to publish the experiences of many companies that have refused to cheapen their products but have believed that good merchandise, backed by a selling idea, can lick the toughest situation.

THE NATIONAL GEOGRAPHIC MAGAZINE

announces the appointment of

MR. L. W. GILLETTE

as Director of Advertising

and

MR. EARL M. WILSON

as Advertising Sales Executive

WASHINGTON, D. C.

REPRESENTATIVES

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Eastern Advertising Manager

Chicago, 919 N. Michigan Ave.

MR. J. C. WAHLER

Western Advertising Manager

MR. S. A. SHEPARD

MR. G. K. RICHMOND

MR. B. P. BARTLETT

MR. C. L. ELDER

Detroit, General Motors Bldg.

MR. L. R. WALTER

MR. R. P. STEWART

Advertising Club News

W. R. Kort Kamp Heads Eastern Industrial Group

W. R. Kort Kamp, of the Dill & Collins Company, has been elected president of the Eastern Industrial Advertisers. He succeeds A. M. Robinson, of The J. G. Brill Company, who has been made a member of the board of directors.

L. R. Garretson has been made vice-president and M. K. Wright, of The Baldwin Locomotive Works, has been elected secretary. L. A. Cleaver, of the F. W. Dodge Corporation, has been elected treasurer.

Directors elected, in addition to Mr. Robinson, are: Anson B. Harvey, J. E. Rhoads & Sons; L. D. Waldron, McGraw-Hill Publishing Company; R. B. Savin, S. S. White Dental Manufacturing Company; T. B. Whitson, Jas. G. Biddle; R. E. Lovekin, R. E. Lovekin Corporation; D. C. Miner, Asbestos Slate & Shingle Company; A. O. Witt, Schramm, Inc., and R. G. E. Ullman, of the Philadelphia advertising agency of that name.

Buffalo Bureau Elects Alex F. Osborn

Alex F. Osborn, vice-president at Buffalo of Batten, Barton, Durstine & Osborn, has been elected a director for a period of three years of the Buffalo Better Business Bureau. Others elected for a similar period are: James E. Wilson, Larkin Company; L. L. Berger, Berger, Inc.; R. H. W. Campbell, Liberty Bank; Herbert E. Crouch, Northwestern Mutual Life Insurance Company; John N. Garver, M. & T. Trust Company, and Winthrop Kent, Flint and Kent.

Chicago Council Party Nets \$500 for Charity

Approximately \$500 was netted for charity at the annual party the Chicago Advertising Council held at that city last week. While the final check-up has not yet been completed it is estimated that at least that amount will be turned over to the Off-the-Street Club, official Chicago advertising charity.

There was a total attendance of around 700 persons. The program consisted of several entertainment features and an illustrated talk on the work being done by the Off-the-Street Club.

Salt Lake City Club to Advertise Advertising

The Salt Lake City, Utah, Advertising Club has started a campaign to advertise advertising. The campaign, beginning soon after January 1, will continue until July. Marion C. Nelson, president of the club, will be general campaign chairman, supported by committees representing the various media.

S. R. Penfield, President, Agate Club

Samuel R. Penfield, of the Curtis Publishing Company, was named president of the Agate Club of Chicago at its annual election last week. He succeeds C. J. Harrison, of Photoplay Magazine.

Other new officers are: Harry L. Townsend, Doubleday, Doran & Company, vice-president; Thomas Verschuier, Frank A. Munsey Company, secretary; John M. Badger, *McCall's Magazine*, treasurer; and William H. McKee, Crowell Publishing Company, assistant secretary.

Starts "Advertisements I Like" Series

The Fort Worth, Tex., Advertising Club is taking a cue from the "Four Advertisements I Like" series in *PRINTERS' INK MONTHLY* and at club meetings will have four members give two-and-a-half minute impressions of advertisements which they like especially. Burton Lyons, of the Albert Evans Advertising Agency, started the series at a December meeting of the club by showing and analyzing an advertisement that he had selected.

W. J. McDonald Heads Lantern Club

William J. McDonald, of Sweeney & McDonald, publishers' representatives, has been elected governor of the Lantern Club of Boston, an organization of publishers' representatives. Fletcher Lansing, of *The Literary Digest*, has been elected secretary and treasurer.

R. A. Dadisman with Springfield Metallic Casket

R. A. Dadisman, formerly supervisor of advertising of The American Rolling Mill Company, Middletown, Ohio, has been appointed advertising and sales promotion manager of the Springfield Metallic Casket Company, Springfield, Ohio, effective January 1.

Clayton Whitehill Has Own Studio

Clayton Whitehill, until recently assistant art director of the Breuker & Kessler Company, Philadelphia, has established his own art service at 1301 Spruce Street.

Appoint S. S. Koppe

S. S. Koppe & Company, Inc., has been appointed advertising representative of *The Times of Cuba*, *Habano*, tabloid newspaper, and *Radio Almanaque*, all of Havana. S. S. Koppe & Company will represent these publications through both their New York and London offices.

Two Model Release Forms

CHARLES ABEL, INCORPORATED

"Abel's Photographic Weekly"
"The Commercial Photographer"

Cleveland, Ohio

Editor of PRINTERS' INK:

On page 106 of your December 10 issue you publish a form of release for models.

We receive constant inquiries for such releases from our readers, and I am attaching the form sheet we mail out in reply to such requests.

FORM FOR ADULTS

City.....Date.....

For value received, I hereby consent that the pictures taken of me by (Name of Photographer) proofs of which are hereto attached, or any reproduction of same, may be used or sold by (Name of Studio) for the purpose of illustration, advertising or publication in any manner. I hereby certify and covenant that I am over twenty-one years of age.

(Name of Model)

Witness

FORM FOR MINORS

City.....Date.....

I hereby affirm that I am the parent or guardian of (Name of Model) and for the value received, I hereby consent that the pictures taken of him or her by (Name of Photographer), proofs of which are hereto attached or any production of same, may be used or sold by (Name of Studio Owner) for the purpose of illustration, advertising or publication in any manner.

(Name of Parent or Guardian)

Witness

It seems a little less complicated than the one you printed and has been passed by our own legal counsel. I have published this several times and have mailed out a good many hundred, and have never heard of any contest regarding the validity of this form.

CHARLES ABEL.

Sanger Returns to Foreign Advertising & Service Bureau

J. W. Sanger has returned to the Foreign Advertising & Service Bureau, Inc., New York, as vice-president, a position he formerly held with that agency. He was until recently president and general manager of S. S. Koppe & Company, publishers' representatives, New York.

State Medical Head Urges Physicians to Advertise

That physicians must advertise to "win back the confidence of the public and acquaint them with proper medical service" was the opinion expressed by Dr. Horace Whiteacre, of Tacoma, Wash., president of the Washington State Medical Association, before a meeting of physicians at Tacoma. Advertising, he told the doctors, is the only effective means of combating the inroads of cures of various kinds being offered the public.

New York Marketing Society Group Elects

At a meeting of about sixty New York members of the American Marketing Society, organization of the group as a local unit was completed by electing the following officers: Chairman, R. A. Balzari, McGraw-Hill Publishing Company; vice-chairman, F. P. Valentine, American Telephone and Telegraph Company; secretary-treasurer, Chester E. Haring, Batten, Barton, Durstine & Osborn, Inc., and national director, William H. Lough, Trade-Ways, Inc.

C. A. Robertson Starts Own Business at San Francisco

Cameron A. Robertson, for five years publicity director of the McGraw-Hill Publishing Company, New York, and for two years public utility and transportation editor of *The Business Week*, has established his own offices at 58 Sutter Street, San Francisco, where he will engage in publicity and business promotion work.

Sausage Group Appoints Pack Agency

The Michigan Sausage Manufacturers Association, comprising twenty-six manufacturers of sausage in Michigan, has appointed the Philip C. Pack Company, Ann Arbor, Mich., advertising agency, to direct its advertising account. Orling Brothers, Inc., Detroit, meat packers, have also appointed the Pack agency to direct their advertising account.

Jewel Tea to Publish Tabloid

The Jewel Tea Company, Barrington, Ill., will publish and circulate *Jewel Tea News*, full rotogravure tabloid which will be circulated by Jewel salesmen. Advertising space will be sold beginning with the February issue. The publication will be issued thirteen times a year.

Wm. H. Wilson, publishers' representative, has been appointed advertising representative.

D. E. Block Joins Peck

David E. Block, formerly vice-president of Redfield-Coupe, Inc., New York advertising agency, has joined the Peck Advertising Agency, Inc., also of that city, as vice-president and account executive.

The Little Schoolmaster's Classroom

FOR the jobs they are doing in maintaining and strengthening the morale of salesmen, several house magazines that have come to the Schoolmaster's attention lately deserve citation. "The Toledo System," published by the Toledo Scale Company, belongs in this group. One of the "System's" practices that is worth calling to the attention of the Class is that of listing in each issue the widely-known companies that have bought Toledo scales during the preceding month. Thus, in the December issue twenty-seven large industrial concerns are listed. Each one of these bought Toledo scales during November.

It bucks up a salesman to know (and be reminded often) that his company is turning out products that the leaders in other fields are buying and using. If Swift, Chrysler, Kresge, Prest-O-Lite, Carnegie Steel and Parke, Davis put their O. K. on Toledo scales last month, isn't that an additional talking point that will help sell some one of tomorrow's prospective buyers?

Another value in listing recent prominent customers in the house magazines has to do with the tough prospect who can't be closed. If Tom Jones, calling on a meat-packing firm in Kansas City, can't seem to get his story across convincingly, he is sure to be interested in learning that Armour and Swift bought Toledo scales in November. How were they sold? What arguments got the orders? Salesmen are always eager to get that kind of information. Acquainting the salesmen with the "big names" who have been sold is perhaps the first step in the direction of making wanted selling help available.

* * *

Imagine, for our next discussion, a beautiful coffee percolator resting upon the Schoolmaster's desk. It is a thing to excite admiration. Its presence has nothing

to do with Christmas but it is introduced to the Class by G. Lynn Sumner who tells a story with a lesson for all manufacturers.

This percolator, painstakingly designed with an eye to appearance, was made and sent to department stores. It was given prominent and immediate display. But it didn't sell.

To find out what was wrong, its manufacturer visited a Pittsburgh department store. He saw percolators of all shapes and sizes and prices sold, but his product wasn't even inquired about.

At the close of the business day, he drifted over to the saleswoman and asked why she never had any calls for his percolator. And then, in about 7 cents' worth of time, this manufacturer learned something that, had he been aware of it three months earlier, would have saved him a small fortune.

"Of course the women won't buy it," explained the girl. "The top is too small for them to get their hands in to clean it."

This incident is unfortunate but not uncommon. It is just such experiences that are stimulating interest in consumer surveys to make certain that a product is something that consumers want and not something which a manufacturer only thinks will be wanted.

* * *

So many co-operative advertising campaigns conducted by trade associations have burned out bearings during the last year or two that the present would appear to be an excellent time to hold a clinic on the subject.

That, of course, is an assignment that the Class could scarcely handle at a single session. The Schoolmaster mentions it only because a conversation with R. B. Brown, chairman of the advertising trustees of the macaroni industry's late campaign, is fresh in his mind. For a year the co-operative advertising for macaroni, spaghetti and egg noodles hit on every cylin-

Little Wooden Fences

IT isn't the big barriers that lick good salesmen.

Ingenious men can overcome almost any obstacle if and when they get to the right men.

It is the little wooden fences that kill morale.

Those little fences out in the reception hall which guard the men who can say "yes."

"Mr. Davis busy, saw his assistant, Mr. Glauber," that kind of a sales report

is as natural as it is unsatisfactory. For in these strenuous days the men who have the power to okay plans or schedules are harder to see than ever. Greater responsibilities and

more things to do keep them hopping, make the little wooden fences harder to get by.

There is one good way to get your message past the barriers, to give your salesmen the sort of backing they deserve.

The "yes" men are in constant need of new sales, advertising and merchandising ideas to keep their black figures from turning to red.

For business building ideas they rely upon the same idea books which will carry your message past the barriers into their back offices and homes. They read the

PRINTERS' INK PUBLICATIONS

der. Then it skidded, turned over and went to smash. The reason, Mr. Brown believes, lies in the fact that the co-operative movement tried to include both bulk and package manufacturers.

The two groups apparently have little in common. Their aims are not the same. Neither group likes to accept the other's leadership.

Co-operation does not mean turmoil, suspicion and bickering. Co-operative advertising projects of the future, remembering that, will build better if they avoid enrolling among their participants those who cannot or will not submerge minor differences of opinion to attain a common goal.

* * *

The management of Riverside Mills, Augusta, Ga., is one of that growing group made up of executives who realize only too keenly that this prosperity business is not something individual but affects all the businesses in the country and that so long as a single large industry is suffering all other industries are bound to have their troubles.

The Schoolmaster has just received a letter from Thomas M. Anderson, sales manager of the company, and across the bottom of the letter is this message, stamped by a rubber stamp.

SHIP BY RAIL!!!

The railroads are the backbone of America. Rail transportation is America's second largest industry. Its future is being jeopardized by unregulated competition. This country cannot be prosperous without prosperous railroads. You will assist in developing prosperity by moving all your shipments by rail. Consider the army of people employed by railroads. Consider the enormous taxes paid by railroads.

Think!!! Ship by Rail!!!

Mr. Anderson also encloses a letter sent to 15,000 customers. This letter is a strong plea for the cause of the railroads and repeats the arguments summarized above.

* * *

Among the flood of ballyhoo and blah that goes out in this supposedly merry season there is

precious little of it that goes much beyond the envelope in which it is enclosed. Therefore it was a refreshing experience for the Schoolmaster to read the sane, sensible and hopeful message sent out by George W. Davison, president, Central Hanover Bank and Trust Company, to that bank's depositors. It was in the form of a letter signed by Mr. Davison. Here it is:

"Very few of us have enjoyed the year 1931. It is about to close.

"One thing seems to have been learned quite generally—that only hard work and substantial readjustments can cure our ills. Above all, that courage shall guide us rather than fear and apprehension.

"We are still a big country with tremendous natural resources and a versatile and intelligent people. Having set our minds to work out our problems, we can do it. Legislation cannot do it. It is only by intelligent and courageous effort that it can be accomplished.

"Our bank values its relation with you, its customer, and is, as ever, ready to join you in the forward work.

"Having confidence in our country and its people, we can wish for all a brighter and happier New Year."

* * *

If it is news for a retailer to feature the time of his store's closing in his advertising, why isn't it also news to feature the time of opening? Loring W. Batten, Jr., of Yonkers, N. Y., brings this question to the Class.

It is prompted by his reading of "Why Sales Are Slow" in PRINTERS' INK of December 18. One reason for slow sales, and he cites from his own experience, is the secretiveness with which stores deal with their hours, especially their hours of opening. Sometimes a store, if it is to remain open later than usual, as an extra service to shoppers, will advertise the fact. But in all the square yards and acres of newspaper advertising of retail stores, Mr. Batten observes that only two or three are willing to confide their time of opening to the public.

Any who ha to shop ing. "encoura birds: Mayb a good and the

As tl desk r Year's heads c tions, h the par included "Oh, Y prophes it corre uncerta Yet ma keep on we are, hoggeish people's The to be a castic a but he

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Any number of working people who have a degree of freedom like to shop the first thing in the morning. "Why isn't every help and encouragement given these early birds?" asks Mr. Batten.

Maybe the retail advertisers have a good reason which Mr. Batten and the Schoolmaster fail to see.

* * *

As the Schoolmaster sits at his desk reading the various New Year's statements issued by the heads of great business corporations, he notes the keen desire on the part of all of them not to be included in the next edition of "Oh, Yeah?" None desires to prophesy, and many of them spell it correctly. There are too many uncertain factors ahead, they say. Yet many of the big companies do keep on telling why we are where we are, blame the old war, the hogghishness of human nature, and people's desire to get rich easily.

The Schoolmaster doesn't want to be at all uncharitable or sarcastic at the dawn of a new year, but he can't help remarking on

the fact that the small companies don't think it necessary to issue any New Year's statements at all.

Many of them are spending the time it takes to think up such a statement in working like frenzied beavers to cut down costs of distribution, to simplify procedure, to develop new products, new ideas, steam up their sales force or to sell new plans with new vigor.

The small plant, able to change its course quickly, able to cut corners and to make each man do two men's work, is a place where the buck can't be passed without being noticeable.

Small plants are going to be heard from in 1932, not in announcements by presidents, or chairmen of boards, but in fast, quick action which will make their big brothers step lively.

Furniture Account to Simpers

The W. A. Hathaway Company, New York, furniture and rugs, has appointed The Simpers Company, Philadelphia advertising agency, to direct its advertising account.

YORK

—the Third City in Pennsylvania in diversified industry—produces paper, ice machinery, safes, candy, farm machinery, water-wheels, silk cloth, tacks, furniture, chains, tractors, steam engines, saw-mills, chemicals, mill machinery, silk ribbon, automobile bumpers, and fenders, trucks, wall-paper, roofing-paper, wire cloth, pianos, clothing—AND IS AN ACTIVE TWELVE-MONTH MARKET.

THE YORK DISPATCH

EVERY EVENING DELIVERS AS MANY PAPERS BY CARRIER BOY IN YORK AS THERE ARE HOMES—THE SUBURBAN AND TROLLEY TOWNS ARE ALSO THOROUGHLY COVERED COMPLETELY BY CARRIER BOY.

REYNOLDS-FITZGERALD, INC., National Representatives

2 West 45th St., New York
1524 Chestnut St., Philadelphia

203 N. Wabash Ave., Chicago
117 W. 9th St., Los Angeles

58 Sutter St., San Francisco

A Powerful Promoter of Sales

The standing of the American Lumberman insures ready acceptance of all products whose advertising it carries. If your product has merit, the American Lumberman can ease the sales path for you.

American Lumberman

Est. 1873 CHICAGO A. B. C.

One Great Sales Force Selling Hears Nothing Of

Yet: "Where the power of logic and argument ends, there it begins. . . . When reason even blanches there does it come and found its empire."

From: "POWERS THAT MOVE MEN TO ACTION."

Mailed Without Charge on Letter-Head Request

ROBERT RUXTON

10 High Street

Boston, Mass.

Capital and Man Power

A long-established concern with sterling national reputation, in highly specialized advertising field, largely direct-mail, desires capital and man power. An absolute necessity in its field. Its services and new plans peculiarly adapted to the readjustment era. Opportunity to secure substantial interest, possibly control, if reasonable requirements are met. "V," Box 128, Printers' Ink.

EGYPT'S ASSOCIATED DAILIES

IN SOUTHERN ILLINOIS

WISHES EVERYONE A MORE PROSPEROUS NEW YEAR

Cairo Citizen—Du Quoin Call—Centralia Sentinel—Eldorado Journal—Mt. Carmel Republican—Register—Benton Evening News—Marion Republican—Harrisburg Register—West Frankfort American—Mt. Vernon Register—News—Murphysboro Independent—Lawrenceville Record—Carbondale Free Press

Death of Charles Lansdown

Charles Lansdown, secretary and treasurer of the H. E. Lesan Advertising Agency, Inc., New York, died on December 28. Mr. Lansdown, who was fifty-one years old, had been with the Lesan agency for twenty-one years. He had also been active in the work of the American Association of Advertising Agencies, being especially interested in questions of agency practice. He was also president of the Board of Education of Lynbrook, N. Y.

Granite Association Appoints Badger and Browning

The Granite Manufacturers and Quarriers Association, Barre, Vt., has appointed Badger and Browning, Inc., Boston advertising agency, to direct its advertising account. This association includes 110 manufacturers and quarries in the Barre district. Plans call for the use of consumer and business-paper advertising.

Paul Block and Associates Elect Frederick Wagner

Frederick Wagner has been elected a vice-president of Paul Block and Associates and has been appointed general manager of the Pacific Coast offices of the Block organization. He was formerly general manager of the Los Angeles Evening Express.

An Opportunity

Nationally recognized advertising agency of highest credit standing—after successful 1931—is open for additional capital for expansion—with or without services. Will consider merger. Only people whose record will bear closest investigation need apply. Address "X," Box 273, Printers' Ink.

WOMAN WRITER

minus—Temperament (the "arty" kind.)

plus—Personality, business training, an Oxford-equivalent agency background and a proof book that speaks in terms of newspaper campaigns and dealer material as well as Harper's Bazaar pages. Address "W," Box 129, Printers' Ink.

"GIBBONS knows CANADA"

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

ADVERTISING AGENCIES

MAIL ORDER SPECIALISTS
Display and Classified Ads Written—
Inserted All Magazines, Newspapers
MARTIN ADVERTISING AGENCY
276 P West 43rd St., N. Y. C. Est. 1923.

BUSINESS OPPORTUNITIES

WILL INVEST

Successful advertising salesman willing to invest a substantial sum for partnership in a good trade paper, preferably A.B.C. Give full particulars. Box 713, P. I.

PUBLISHING—Have you a trade publication needing new editorial life, increased circulation and advertising revenue? Capable party will handle one or two substantial magazines. Send sample copies. Box 714, Printers' Ink.

EMPLOYMENT SERVICES

For over thirteen (13) years we have successfully served General Managers, Sales Managers, Advertising Managers, Operating Managers, Comptrollers, Treasurers and other \$5,000.00 to \$50,000.00 men. We can help you, too. This is a NATIONAL INSTITUTION, but we do not discuss our work by correspondence. We want to see the men we accept as clients before offering our services to them. **INDIVIDUAL. CONFIDENTIAL.** Jacob Penn, Inc., 535 Fifth Avenue, cor. 44th Street, New York.

HELP WANTED

TYPOGRAPHY SALESMAN—Good opportunity for experienced producer to connect with up-to-the-minute plant. State qualifications and connections. Strictly confidential, we have no salesmen at present. Box 715, Printers' Ink.

ADVERTISING AND SALES EXECUTIVE

Excellent opportunity is offered to a high type advertising and sales executive. In addition to general advertising experience, it is essential that applicant excel in copy writing. In reply give age, education, experience, and salary requirements. Address:

Personnel Manager

**THE FIRESTONE TIRE &
RUBBER CO.**

Akron, Ohio

TWO SALESMEN WANTED

with chemical training in food manufacture. Excellent opportunity with largest organization of its kind in the world for men who can sell. Prefer married men not over 35. Give sales, personal, and technical qualifications, also education, experience, and 4 references in first letter. Box 711, Printers' Ink.

CIRCULATION PROMOTION MANAGER

can make advantageous connection with publishers of several agricultural magazines on part-time basis. Must have background of successful experience in securing subscriptions by mail. Department now well organized and functioning from standpoint of detail work and only needs part-time supervision by man who can prepare result-getting promotional material for renewals and follow-up work on new subscribers. Possibility of full-time and permanent position with good chances for advancement to right man. Location: Chicago.

All of our employees know of this advertisement and all correspondence will be treated in strictest confidence, so write fully with complete details. Box 712, P. I.

POSITIONS WANTED

Assistant Advertising Manager—of manufacturer. Married, age 25, desires permanent location. Knows advertising from ground up, direct mail, mechanical details and printing. Box 709, P. I.

YOUNG, aggressive advertising manager and former agency head seeks connection with advertising agency or manufacturer where originality and sound merchandising ideas are recognized. Box 708, P. I.

PRINTING AND LITHO SALESMAN—aggressive, successfully selling all classes Lithographing and Printing for large Southern Concern desires to make change. With present House 12 years. Will work any productive territory. Box 710, P. I.

ADVERTISING MANAGER

My 20 years' newspaper record and references from recognized authorities will satisfy you am qualified manage your advertising department and supply necessary energetic, creative ability to solve your problems and produce advertising gains. Sold on large and small newspapers; served as Advertising Manager also associate business manager; experience covers local, national and classified. Training: academic and law.

Not afraid tackle the firing line; have specialized on sales resistance; organize individual salesman, show him how to win and hold accounts. Will eliminate all wasteful practices, substitute constructive methods. This is my first want ad. Interested now in permanent future connection. Married. Available. Box 707, P. I.

Table of Contents

600 Fighting Retailers Boost Profits for This Manufacturer R. G. WALLACE, Director of Sales and Advertising, Masonite Corporation	3
Mr. Corbin Writes to Mr. Powers.....	6
Daring the Salesman to Sell.....	10
Style-Mindedness—Another Way Out of the Price Rut.....	17
Enthusiasm.....	19
Putting the Heat Indicator Back on the Radiator.....	20
Buying Power of 1931 Dollar in Terms of 1926 Is \$1.447.....	25
What Groucho Says.....	26
We Showed Dealers How to Lower Costs of Doing Business GEORGE WORTHINGTON, JR., Advertising Manager, Geo. Worthington Co...	33
Stop Building Volume—Build Profits Instead PAUL S. WILLIS, Vice-President, Comet Rice Co.....	35
A Dollar Invested in Advertising Is a Dollar, These Days.....	40
Kroger Gives Price-Crazy Chains a Copy Lesson.....	45
Why Wrigley Increases His Advertising in Bad Times E. E. ALLEN, JR.....	51
Big Sellers of Tomorrow.....	61
Volume Was Off, So They Sold Their Distributing Ability.....	62
Packard Good-Will Worth Millions ALVAN MACAULEY, President, Packard Motor Car Company.....	63
This Firm Guarantees Dealers Against Falling Prices.....	64
Where Chains Buy Their Merchandise.....	66
Philco Ready to Challenge 1932.....	69
This Is the Way to Use the Census of Distribution Reports CHAUNCEY E. WARNER, JR., U. S. Dept. of Commerce, Bureau of Census..	72
How Welch Found Slogan for Tomato Juice.....	76
Dam of Repressed Buying Is Sure to Break One of These Days.....	80
Editorials.....	82
The Little Schoolmaster's Classroom.....	88

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, 1931

3

6

10

17

19

20

25

26

33

35

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61

62

63

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72

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